King County

Executive Branch IT

Re-Organization Project

Phase I:

DRAFT Organizational Structure and Leadership and Management Plan

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INTRODUCTION AND OVERVIEW

Introduction

The current Executive Branch IT Reorganization Project grows out of a 2006 King County Executive Recommendation on IT Reorganization, which was codified in a 2006 County Council Ordinance.

Vision and Goals

The Executive Recommendation, which was based on consideration of a series of studies, plans, and reports,[1] articulated a vision and set clear goals for IT reorganization in King County.

Executive and Council Vision

"Utilizing information and technology to share a better tomorrow by enabling effective public services and streamlining county operations."

Executive and Council Goals

❖ Deliver responsive service to internal customers, the public, and other jurisdictions

❖ Provide reliable, cost-effective technical and application architectures

❖ Create countywide efficiencies for business functions and infrastructure that are common across the organization

❖ Support a culture of effective governance, clear accountability and communication

❖ Ensure IT security and privacy

❖ Facilitate information-sharing – internally and externally

❖ Recruit, deploy and retain an appropriately skilled workforce

❖ Serve as a leader in IT regional initiatives

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[1] Those reports included: Moss-Adams Strategic Technology Plan (2001-2002); King County Revised Strategic Technology Plan for 2003-2005; PTI Report "Reorganizing IT Functions" (2004); Moss-Adams Consultation and Analysis of PTI Report (2006).

Scope of Reorganization

To accomplish the Executive and Council goals for reorganization, IT Leadership developed an approach, which focuses initially on the reorganization of Executive Branch IT,[2] through a two-pronged approach:

1. Design and execute a set of technology change initiatives, and
2. Develop and implement an approach to organizational change and transition.

Two Phases of Organizational Change and Transition

Strategic Learning Resources, Inc. was retained in August 2007 to assist IT leadership with the development and implementation of an approach to the second core facet of reorganization: organizational change and transition.

The organizational change approach will be developed and implemented in two phases:

Phase 1. A comprehensive assessment of the Executive Branch IT system, culminating in an Organizational Structure and Leadership and Management Plan.

Phase 2. Development of transition plans for the Office of Information Resource Management (OIRM) and each of the seven Executive Branch Departments, followed by monitoring of transition progress.

The Draft Plan, which follows, captures the major findings from the comprehensive assessment, identifies a range of possible approaches to re-structuring IT in the Executive Branch, and articulates a framework for developing the leadership and management capacities needed to support a successfully reorganized IT organization.

Overview of Draft Plan

Summary of Findings

Chapter 2 offers a summary of key findings from the comprehensive assessment carried out by SLR from August – November 2007. This chapter integrates and synthesizes the findings of 6 separate assessment efforts, and addresses readiness to achieve Executive goals for reorganization, the optimal structure for Executive Branch IT, and OIRM capacities needed to support a successful reorganization.

Alternative Approaches to Structure

Chapter 3 introduces three alternative approaches to structuring the Executive Branch IT organization. The chapter identifies some key changes that all three alternatives make to the current structure, and shows how each of the different

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[2] This approach may in future be applied to the Separately Elected Departments. Though the reorganization of Separately Elected Departments will build on the successes and learnings of Phase I, a distinct set of additional work will need to be done to successfully reorganize in ways that address the unique needs and contexts of these departments.

structural options relates to a set of guiding principles and criteria. These alternative approaches are intended to spark thinking and discussion that will lead to a final recommended structure in the near future.

Leadership and Management Plan

Chapter 4, the Leadership and Management Plan, defines key success factors for the leadership and management of Executive Branch IT and identifies a phased set of strategies for building leadership and management capacities through a transformative learning approach which addresses beliefs, mindsets, and skills. A "Rapid Response" model of process and system change is also presented as a recommended approach to process changes needed to support reorganization goals.

Benefits Realization Framework

Chapter 5 presents a framework for capturing a Benefits Realization plan which ties together desired results, core strategies, initiatives, measures, and targets into a single "dashboard" view.

Transition Plan Framework

Chapter 6, Transition Plans, delineates the elements which must be included in the Office of Information Resource Management's transition plan and the transition plans for the seven departments in King County's Executive Branch. The chapter also presents a recommended approach to transition implementation.

Next Steps

In the final Chapter, SLR Consultants offer a set of high level conclusions and describe the immediate next steps needed to finalize the plan and move into a the next project phase.

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SUMMARY OF FINDINGS

Overview of Comprehensive Assessment

Goals

The goal of the comprehensive assessment was to create a platform of understanding upon which to develop a successful approach to organizational development. The assessment was designed to answer three broad questions:

Question 1: **How ready is Executive Branch IT to achieve Executive and Council goals?**

- How aligned are leaders, managers, and staff with the goals?
- How far from the goals are Executive Branch departments today?
- What are the major barriers to achieving the goals?

Question 2: **What is the optimal structure for Executive Branch IT?**

Question 3: **What capacity does OIRM need to support the Executive and Council goals?**

- What kind of organizational culture will enable OIRM to achieve the goals?
- What structure and processes will position OIRM to meet the goals?
- What needs to be in place for OIRM to successfully lead change in the Executive Branch?

Approach

The comprehensive assessment, conducted from August - December 2007, involved one-on-one interviews and small-group focus groups with a range of stakeholders in OIRM and throughout all Executive Branch Departments.

SLR consultants conducted:

- 42 interviews with OIRM Senior Managers, Mid-level Manager/Supervisors, and SDMs
- 5 focus groups with OIRM Staff
- 7 interviews with Department Leadership Teams
- 14 focus groups with Department Business Line managers, IT managers, and staff

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In addition, SLR consultants facilitated two half-day workshops at which OIRM Senior Management (including ITSDMS) and selected OIRM Managers worked to assess OIRM's Service Portfolio.

Summary of Key Findings

The high-level key findings of the comprehensive assessment are captured in Table 1 on the following page. The remainder of this chapter offers a more detailed discussion of each key finding listed in the table.

Table 1
Key Findings of Comprehensive Assessment

CORE QUESTION	KEY FINDINGS
1. How ready is Executive Branch IT to achieve the Executive and Council goals?	A. There is significant overlap in the visions of success held by the Executive; OIRM managers and staff; and Department leaders, managers, and staff. B. OIRM staff and Department staff and managers share a consistent definition of Excellent Customer Service. C. The Executive, OIRM, and Departments' visions can be summarized as a set of Drivers, Desired Results, and Core Strategies for reorganization. D. Major obstacles to accomplishing the desired results for re-organization include: • complexity and diversity of business needs across the Executive Branch departments • diversity of existing IT organizational structures and cultures • complexity of IT funding structures • OIRM's current culture and organizational infrastructure (e.g., structures, systems, processes) do not support consistent, quality customer service • lack of confidence in OIRM's capacity to manage large scale change efforts • department concerns regarding loss of resources, autonomy, flexibility, and existing service levels
	E. A set of Human Relations issues and Labor/Management structures and relationships will exert pressures and limits on the reorganization process.
2. What is the optimal structure for Executive Branch IT?	A. The existing structure is enormously complex, having emerged within a siloed history. B. The optimal structure will support systemic balance between competing needs. C. The optimal structure will embody a set of five principles, which have been established to guide the alignment of the structure with the desired results.
3. What capacity does OIRM need to support the Executive and Council goals?	A. Development of seven core capacities within the Central IT organization is a critical success factor for the reorganization. A successful reorganization will require enhanced capacity to: 1. partner effectively with Executive Branch departments 2. deliver significantly enhanced customer service 3. move past OIRM/ITS merger history 4. communicate effectively with internal and external stakeholders 5. learn effectively through involvement and engagement of internal and external stakeholders 6. lead and manage in an environment of continuous change and transition 7. lead and manage for organizational effectiveness

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Finding 1A: Overlapping Visions of Success

Key Finding: There is significant overlap in the visions of success held by the Executive; OIRM Managers and Staff; and Department Leaders, Managers, and Staff.

Through the comprehensive assessment, SLR consultants were eager to discover the degree to which OIRM and the Executive Branch departments were in alignment with the Executive and Council goals for reorganization. As the assessment proceeded, it became increasingly clear that members of the Executive Branch IT organization shared remarkably similar visions of the key features of success.

What follows is a high-level overview of the collective vision for success as it emerged from the OIRM interviews and focus groups, followed by a summary of the vision described by Department leaders, managers, and staff.

OIRM Vision of Success

The vision of success held by OIRM leaders, managers, and staff has three major components: a vision for the Central IT organization (now called OIRM); a vision for the Executive Branch IT organization as a whole; and a vision for the reorganization itself.

1. The Central IT Organization...
- delivers excellent customer service
- provides cost-effective enterprise services
- is recognized for technical leadership
- facilitates access to knowledge-sharing opportunities, training, and other supports for IT staff across the Executive Branch
- oversees IT governance, sets IT standards, and promotes technology standardization
- builds a shared sense of identity for IT staff across the Executive Branch

2. Hallmarks of the Executive Branch IT organization include:
- shared vision and direction; shared "big picture" perspective
- clear, inclusive, two-way communication
- simple, helpful structures and processes
- a culture of trust and respect
- effective leadership and management
- collaboration and teamwork

3. The benefits of reorganization are visible and measurable

Executive Branch Department Visions of Success

Across a range of levels and functions, members of the Executive Branch Departments shared a vision for the future Central IT organization, which overlaps significantly with the OIRM vision. The Departments' vision places greater emphasis on the nature of the relationships between Central IT and the customer departments, and highlights the importance of preserving the existing IT strengths in the departments.

1. *The Central IT organization*
   - delivers excellent customer service
   - partners actively with customer departments
   - delivers cost effective enterprise infrastructure services and supports in areas that departments cannot easily sustain
   - provides forward-thinking expert services
   - enables enhanced professional growth opportunities for all IT staff, including career paths, equalized access to training, and information-sharing forums
   - works with stakeholders to set common standards and processes, and supports departments in achieving compliance
   - leverages its purchasing power to gain cost savings in hardware, software, and training
   - leverages its unique perspective on the whole to create opportunities for inter-agency linkage

2. *The reorganization preserves and supports the existing strengths of IT across the seven departments*

3. *The positive results of reorganization are visible and measurable*

Finding 1B: Shared Definition of Customer Service

Key Finding: OIRM staff and Department staff and managers share a consistent definition of Excellent Customer Service.

Enhanced customer service is perhaps the most widely shared element of the visions of success for the reorganization. Indeed, "Delivery of responsive service" is the first goal of the Executive and Council Goals for Reorganization and "excellent customer service" is viewed as a compelling purpose by both OIRM managers and staff and an array of IT staff and managers in the customer departments.

In the context of this widely shared desire for enhanced service levels, SLR consultants questioned interview and focus group respondents about their understandings of what constitutes high quality customer service. Taken together, their stories and examples can be summed up into six defining features, which are described on the following page in Table 2.

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Table 2
Six Features of Excellent Customer Service
(As defined by King County Executive Branch IT managers and staff)

Attitude of equality and service

Respect and listening

Inclusion of relevant stakeholders in planning and decision-making

Collaboration to define needs and solutions

Timely delivery of results

Understanding of customer needs and priorities

Proactive

"Can-Do" attitude

Partnership

Responsiveness

Clear

Direct and honest

Timely

Respectful

Products work

Services are seamless; no interruptions to daily functions

Careful hand-offs to enable sustainable results

Quality Communication

Quality Results

Accessibility

Cost-Effectiveness

Competitive costs

Costs aligned with value

Clear catalog of services and rates

"One-stop shopping"

Easy to reach the person who can help

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Finding 1C: Drivers, Desired Results, and Core Strategies

Key Finding: The Executive, OIRM, and Departments' visions of success can be summarized as a set of drivers, desired results, and core strategies for re-organization.

Taken together, the OIRM and Departments' visions of success, and the shared definition of Customer Service suggest a remarkably high level of alignment across the executive branch with the Executive and Council's goals for reorganization. Indeed, the assessment findings can be understood to expand on the Executive Goals by suggesting an array of core strategies for achieving the desired results.

Table 3, on the following pages, groups the eight Executive and Council goals around four drivers of change, and connects each desired result to the associated core strategies suggested by the findings of this assessment.

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Table 3
Drivers, Desired Results, and Core Strategies

Driver: Reduce Risk	
Executive and Council Desired Results	**Core Strategies Suggested by the Findings**
1. Ensure IT security and privacy	a. Enhance role of security leadership b. Centralize and standardize security policy, procedures, and practices
2. Support a culture of effective governance, clear accountability, and communication	a. Improve organizational structure b. Build leadership and management capacity c. Streamline and standardize processes
Driver: Use Resources Wisely	
Executive and Council Desired Results	**Core Strategies Suggested by the Findings**
3. Create countywide efficiencies for business functions and infrastructure that are common across the organization	a. Leverage economies of scale through centralization and standardization b. Reduce duplication (not redundancy) c. Reduce variation in delivery of similar functions
4. Recruit, deploy, and retain an appropriately skilled workforce	a. Develop career paths for IT professionals b. Boost Central IT role in developing trainings and convening information-sharing forums c. Effectively manage and mentor IT staff d. Boost Central IT role in recruiting and hiring IT professionals

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Driver: Enhance Customer Service	
Executive and Council Desired Results	**Core Strategies Suggested by the Findings**
5. Deliver responsive service to internal customers, the public, and other jurisdictions	a. Increase clarity and accessibility of services b. Create a culture of responsiveness c. Build culture of clear, direct, timely, and respectful communication d. Support the unique IT needs of departments and the integration of IT and business development e. Expand high level technical expertise and consulting services
6. Provide reliable, cost-effective technical and application architectures	a. Develop and standardize help desk structures and processes b. Increase Central IT capacity to support enterprise application development c. Clarify and rationalize the cost structure for IT
7. Facilitate information-sharing – internally and externally	a. Cultivate collaborative relationships between central IT and customer departments b. Build capacity to learn from internal and external stakeholders through involvement and engagement
Driver: Lead Technical Initiatives and Changes	
Executive and Council Desired Results	**Core Strategies Suggested by the Findings**
8. Serve as a leader in IT regional initiatives	a. Enhance capacity to lead change b. Enhance capacity to manage technical initiatives c. Enhance capacity for strategy development, planning, evaluation, and analysis

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Finding 1D: Obstacles to Successful Reorganization

Key Finding: Assessment participants from across the Executive Branch shared common perceptions of the major obstacles to a successful IT reorganization.

Across all 8 departments, assessment participants described a number of challenges, which are commonly perceived to present major obstacles to IT reorganization. These include:

- complexity and diversity of business needs across the Executive Branch departments
- diversity of existing IT organizational structures and cultures
- complexity of IT funding structures
- OIRM's current culture and organizational infrastructure (e.g., structures, systems, processes) do not support consistent, quality customer service
- lack of confidence in OIRM's capacity to manage large scale change efforts
- department concerns that reorganization will undermine existing service levels, autonomy, and flexibility

Finding 1E: Limits and Pressures of HR and Labor/Management Issues

Human Resources

Context

- Presently, there are 555 IT classified employees within the Executive Branch of King County government.
- Another set of employees who perform IT functions has not been classified as IT.
- Not all of the current set of those classified as IT report to an IT manager or supervisor. The reorganization is intended to assure that an IT supervisor will supervise IT employees.
- King County tends to attract mid-career IT professionals who are looking for a stable, family friendly work/life balance.

Core Issues

- Recruitment:
  - Due to the nature of many work assignments and responsibilities, King County generally needs more advanced senior level staff. Above entry-level skill sets are usually sought when filling vacancies.
  - However, due to County salaries, staff is often hired at mid to top of the range.

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- Additionally, "hot" IT skills that are newer in the workplace and in demand are very difficult to recruit for since County salaries cannot compete with many private sector companies. This has left several critical positions vacant for long periods of time (e.g. Systems Engineers and .Net Developers).
- Trying to grow IT staff from within has worked to some extent but due to overall workload issues, coupled with the ramp up time it would take someone to become fully proficient on the "hot" technology, this strategy has limited benefits.

- Future Staffing Needs:
  - The current structure makes it difficult to capture future staffing needs for central IT.
  - Structural tensions exacerbate personal dynamics.

- Span of control/supervisory ratio:

- Training:
  - Training occurs variably across the Executive Branch depending on resource availability and need within individual departments.
  - There is a high need to keep current with technology due to constant change.

Labor/Management

Context

There are five unions that relate to IT Employees within the Executive Branch:
- 17/19 (OIRM, DDES, DES, DAJD, DCHS)
- 17 PH (DPH)
- 17 (DOT)
- TEA (DNRP)
- 117 (Data center operations)

Joint Labor Management Technology Committee:
- **Purpose**: The JLMT is formed to jointly address any changes, proposed or otherwise, to the status quo in King County IT operations as they potentially impact members of the King County Coalition of Unions.
- **Objectives:**
  - To work in a collaboration to find solutions that address County and Unions interests to the fullest extent possible, and
  - To communicate information as much in advance as possible.

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Core issues
- Exempt vs. hourly classifications exist for the same work
- Overtime
- Same compensation for same work

Finding 2A: The Existing Structure is Highly Complex

Key Finding: The existing structure is enormously complex, having emerged within a siloed history

Historically, the structure and culture of IT services within each Executive Branch department has evolved separately. Each departments' IT organization has been shaped by the specific cultures and business needs of its divisions, centers, offices, and groups. The separate evolution of department IT has produced three major results:

1. Departments have developed a range of highly customized and specialized technical solutions unique to their business needs. Many IT staff who work in the departments bring both specialized knowledge of business needs and a deep sense of ownership and commitment that emerges from their dedicated service to particular customer groups.

2. Because IT has evolved in this way, there is tremendous variation in both the technologies and applications being used, and the processes through which IT functions are managed and applied. A pivotal example is the Help Desk function, which varies by Department and within Departments by division.
   - Some departments have a central help desk and access OIRM rarely.
   - Others have no central help desk, but have divisions that still do not use OIRM and divisions that do.
   - Others use OIRM's help desk as the 'telephone message taker' but close the ticket with internal staff.
   - One department, DCHS, also provides help desk services to 800 contracted providers.

3. The siloed evolution of IT also creates variety in the relationships between departments and Central IT. For example:
   - The 4-person DAJD IT staff supports over 1000 employees and relies extensively on OIRM services.
   - Some Departments, particularly DES and DCHS, have divisions largely supported by OIRM but have other Divisions which are self-supporting and receive little service from OIRM.
   - DOT, DNRP, DPH, and DDES provide most of their core functions internally and receive little support from OIRM – except a bit through the Help Desk.
   - OIRM provides substantial application development and support to DAJD, DES, and some non-Executive departments; but other Departments have considerable application development and support capacity.

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Amidst all this variation and complexity, the greatest clarity is in the functions that only OIRM currently provides to the County. These include:

- All communication functions, except those related to the Web.
- Enterprise-wide technology management including governance, IT strategic planning, and business continuity planning.
- Enterprise-wide security policies, standards, and planning.
- The physical network and wireless, authentication, maintenance, changes, and policies and standards.
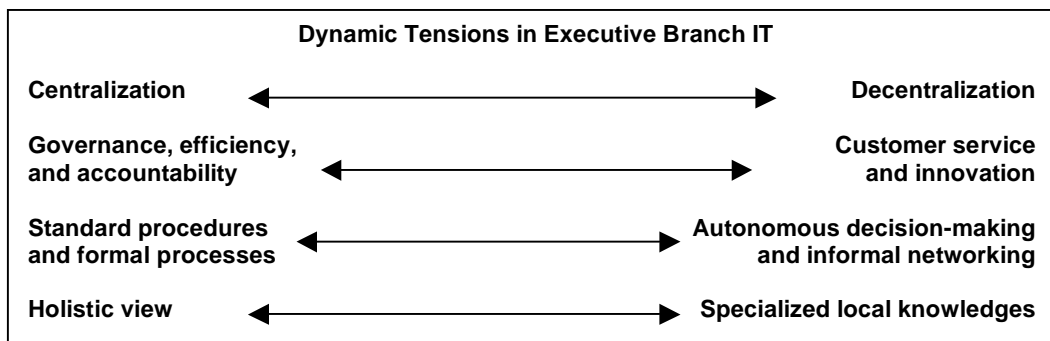- The mainframe.

Finding 2B: The Optimal Structure will Acknowledge Dynamic Tensions

Key Finding: The optimal structure and culture will support systemic balance between competing needs.

Like all complex systems, Executive Branch IT contains a number of dynamic tensions that exert pressures and limits on the system as a whole. Just within the list of eight Executive and Council goals for reorganization, for example, it is possible to identify tensions; pursuing one goal takes you in an opposite direction from the path toward another – this is a dynamic tension.

A dynamic tension occurs when a system contains two necessary priorities or values, which pull in opposite directions. Dynamic tensions are by definition irresolvable – resolving to one pole or the other cannot occur without damaging the system.

The key insight that dynamic tensions offer, then, is the understanding that the goal in these dimensions is not resolution, but rather finding balance over time, which is a dynamic process.

Dynamic Tensions in Executive Branch IT

Centralization	**Decentralization**
Governance, efficiency, and accountability	**Customer service and innovation**
Standard procedures and formal processes	**Autonomous decision-making and informal networking**
Holistic view	**Specialized local knowledges**

Finding 2C: The Optimal Structure will embody five structural principles

Key Finding: The optimal structure will embody a set of five principles, which have been established to guide the alignment of the structure with the desired results.

In the course of the comprehensive assessment, SLR consultants spoke with Directors and Division Managers across the Executive Branch of King County. In the course of those conversations, these leaders raised a number of critical questions and concerns about the reorganization, including:

- What will get centralized? What will be distributed? What is the rationale for these choices?
- How will departments' accountability for their business processes, which are dependent on IT, be addressed, and what is central IT accountable for?
- How will the specific business needs of Departments be taken into account?

In response to these questions and concerns, SLR consultants felt it was critical to make explicit some of the key assumptions underlying the process of developing alternative organizational structures for Executive Branch IT.

These assumptions have been refined into a set of five guiding principles for organizational structure. The purpose of the principles and criteria are to describe how structural changes can contribute to the achievement of the four core desired results of the overall IT re-organization (reducing risk, using resources wisely, enhancing customer service, and leading technical initiatives and changes).

The five principles that were established are as follows:

1. There will be clear and consistent reporting relationships and accountability for IT across the Executive Branch.

The organizational assessment found that while the Executive has made clear that ultimate accountability for the successful provision of IT lies with the CIO, confusion exists within many departments as to their accountability. This is coupled with eight different structures for IT across the seven Executive departments and OIRM.

2. The structure will support the development, retention, and effective use of IT management and staff.

The organization assessment identified a number of issues that changes to structure can affect:

- Staffing levels for core IT functions vary across departments and within departments depending on funding source. Enterprise funded IT functions tend to be more richly staffed. This leads to uneven service levels and inconsistency in support of IT.

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- Supervisory support of IT staff varies considerably. Some IT staff have no technical supervision and some IT supervisors or managers have a very large span of control making effective supervision and support more difficult. In other situations, an IT manager may have only 1 or 2 direct reports.
- Not all staff doing IT work are classified as IT staff. This may deny them both adequate supervisory support and compensation.
- The recruitment and retention of highly skilled IT staff has become increasingly difficult due to private sector competition. The development of career ladders, training programs, and improved recruitment practices across the Executive Branch are important.

3. Functions that do not vary across Departments will be standardized and/or centralized to reduce cost and increase consistency of service.

A stated goal of the Executive is to *"create countywide efficiencies for business functions and infrastructure that are common across the organization."* The assessment found services were fragmented and delivered in different ways across the Executive Branch. This principle is in direct response to the goal and is one of the changes, which will aid in efficiencies and cost-reductions.

4. The structure will facilitate customer service.

Another stated goal of the Executive is to *"deliver responsive service to internal customers, the public, and other jurisdictions."* The assessment also unveiled that the concept of customer service is a critical element of a vision for King County IT held by IT staff across the Executive Branch. New structures must be in alignment with customer requirements, facilitate service, and make sense to the customer.

5. The structure will be flexible and adaptable to the changing and diverse business requirements of Departments and IT.

The fluidity of county government and technology requires any new structure to balance the need for clear accountability with an ability to support functional integration, collaboration, and cross-functional project teams.

For each of these five principles, criteria were also established to test how well each of the principles are met by a structure. These are shown on Table 4: Guiding Principles and Criteria for Structure Change in Executive Branch IT on the following page. Additional explanatory notes are included on the subsequent page.

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Table 4
Guiding Principles and Criteria for Structure Change in Executive Branch IT

PRINCIPLE	There will be clear and consistent reporting relationships and accountability for IT across the Executive Branch.[i]	The structure will support the development, retention, and effective use of IT management and staff.	Functions that do not vary across Departments will be standardized and/or centralized[ii] to reduce cost and increase consistency of service.	The structure will facilitate customer service.	The structure will be flexible and adaptable to the changing and diverse business requirements of Departments and IT.
CRITERIA	The CIO is accountable for the cost-effective, secure, and forward thinking delivery of information technology across King County.[iii]	Staffing levels of standard IT maintenance and service functions are appropriate to the workload and needs of the business.	IT infrastructure and functions that do not vary by Department will be centralized in Central IT when possible, assuming that adequate or improved service levels can be maintained.	IT skills and/or tools used by a single department to support a service or process that only they provide or require remain within the domain of the department.	The structure will support IT staff teamwork and partnership (within and across department boundaries) by taking into account matrix relationships and/or pairing those relationships with processes that delineate how collaboration will occur.
	IT SDMs have the leadership and oversight of all IT functions within their departments and accountability for the contractual agreements with Central IT for services.	IT managers with direct reports at manager or supervisor level have no more than 5-8 direct reports.[iv]	IT infrastructure and functions that do not vary by Department will be standardized and delivered at a local Department level when necessary, to improve performance.	The Central IT organization is structured to align with customer requirements.	The structure supports technical innovation.
	IT SDMs have a dual, but clear, reporting relationship to Central IT leadership and their Department leadership.	IT supervisors with staff level direct reports have no more than 12-15 direct reports.	Each enterprise-wide service is provided by a single department that has the necessary core competency and depth of resources to sustain service delivery.		
	IT staff report to an IT supervisor or manager who provides guidance and support in their particular area of expertise.[v]	Employees performing IT work are classified as IT staff.			
	IT is structured similarly across all Executive Branch Departments.	Human Resources and staff recruitment, development, and retention have a clear focus.			

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NOTES ON TABLE 4

i.   In addition to the criteria in the matrix, accountability goals will be achieved through implementation of IT standards and policies, including:

- Security and compliance
- Data storage and management
- IT business continuity
- Governance and project management processes
- Servers, systems, and network
- Enterprise architecture
- Enterprise applications

ii.   'Centralization' within a department may or may not imply physical re-location of IT staff. In some cases, relocation may be highly desirable. In other cases, there may be compelling reasons to leave staff where they are.

iii.   Executive Branch departments need to have opportunity to provide input to IT-related decisions, policies, and standards in a clear and visible manner, through the Technology Management Board, the Business Management Council, and task-specific collaborative cross-department groups.

iv.   The span of control ranges in the criteria under this principle should be understood as rules of thumb. There will likely be individual cases where span of control ranges differ for good and appropriate reasons.

v.   The criteria that IT staff should report to an IT manager does *not* imply that non-IT staff couldn't report to an IT manager. The important idea in this criteria is to create reporting relationships which support the development of technical expertise and enhance guidance for IT staff regarding IT career ladders.

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Finding 3A: Capacities Needed in OIRM to Support the Executive and Council Goals

Key finding: Development of seven core capacities within the Central IT organization are critical success factors for the reorganization.
1. *partner effectively with Executive Branch departments*
2. *deliver significantly enhanced customer service*
3. *move past OIRM/ITS merger history*
4. *learn effectively through involvement and engagement of internal and external stakeholders*
5. *lead and manage in an environment of continuous change and transition*
6. *lead and manage for organizational effectiveness*
7. *communicate effectively with internal and external stakeholders*

Achieving the desired results of reorganization cannot occur without a strong, capable Central IT organization prepared to lead change, develop positive relationships with staff and customers, and deliver services effectively.

Developing these capacities in OIRM will require far more than just structural changes. To accomplish the desired results of reorganization, it will require significant development in the beliefs, mindsets, skills, processes, and systems that guide and shape how the organization does business.

The sections below articulate why each capacity is so critical to the success of the reorganization, and describes the current status of the organization in that area. A complete discussion of an approach to developing each capacity is found in Chapter 4, Leadership and Management Plan Framework.

Capacity 1. Partner effectively with Executive Branch Departments

Why?: Accomplishing the desired results of governance, technical leadership, and responsive service will require enhanced capacity to develop positive, collaborative relationships with customer departments and a philosophy of partnering to meet the business requirements of departments, providing expertise and consultation, as well as oversight.

Given the complexity and diversity of the business needs and technical requirements across the whole executive branch, it is not possible to successfully set policy, establish best practices, or determine needed services without mechanisms for ongoing effective information exchange and the ability to take collaborative action.

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Partnership relationships also create a context for successful leadership of change in that stakeholders who have a sense of engagement and ownership create fewer roadblocks to change and adopt change more rapidly.

Current Status: Department managers and staff as well as many within OIRM have significant concerns about the nature of the current relationship between Central IT and the departments.

In its governance role, OIRM is currently experienced as delivering policy and procedural edicts, which do not reflect good understanding of operational realities, and the PRB process is widely experienced as adversarial and punitive, rather than supportive of department objectives.

In its service delivery role, OIRM is currently experienced as communicating poorly and delivering unresponsive service (particularly through the help desk) with an attitude of superiority, and a lack of respect for expertise of department-embedded IT staff.

Capacity 2. Deliver significantly enhanced customer service

Why?: Accomplishing the desired result of responsive service will require deep shifts in the orientation of the Central IT organization from a technology-focused culture and structure to a customer-focused organization. A range of actions are needed to increase Central IT's ability to understand customer needs, and consistently deliver responsive, reliable, cost-effective service to internal and external customers.

Current Status: OIRM staff and managers and customer departments alike share concerns about the current level of customer service OIRM delivers.

Some key concerns include:
- The current structure is hard for customers to navigate.
- Currently, OIRM does not use customer input as key data in decision-making and measures are not in place to manage customer service.
- Currently, OIRM does not consistently engage in clear, positive, honest communication with other departments.
- OIRM's help desk is not staffed or designed to succeed.
- Customer issues are not always fully resolved or followed-up.
- Purchasing processes are very slow, making it impossible to address emerging customer needs.
- Hand-offs between OIRM and customers are not always smooth.

Capacity 3. Move past OIRM/ITS merger history

Why?: Experiences of the 2005 merger between KCOIRM and KCITS continue to powerfully shape individuals' perceptions of current reality and limit their sense of the possibilities of positive change. The lack of reconciliation between these two cultures limits the organization's current capacity to successfully work toward a shared future.

SLR

Current Status: At the formal level, the merger joined two organizations into a single, unified department. At the informal level, the unification has not yet occurred. "Old OIRM" and "Old ITS" had different histories, different structures, different leadership styles, and different values. The formal merger brought those two worlds together, but did not erase those cultural differences. In some ways, it deepened them.

In terms of the KCIT reorganization effort, this unfinished history is important to address directly because it impacts individuals' perceptions of the value of change, their personal willingness to support change, and their ability to build a common identify and shared commitment to the evolving Executive Branch IT organization.

Capacity 4. Communicate effectively with internal and external stakeholders

Why?: Communication is the glue that holds change efforts together, and the fuel that keeps a vision burning. In large organizations, people's perceptions are not shaped through direct experience, but rather through the messages and information they receive through both formal and informal channels. The quality and consistency of the formal messages directly impacts the perceptual environments in which organizational members live.

Expanding OIRM's capacity to share information in direct, clear, timely, responsible, and respectful ways with IT staff and managers across the executive branch will be a critical foundation for successful governance and service delivery.

Current Status: Respondents nearly unanimously spoke to the need for positive change in the area of communication within OIRM and between OIRM and customer departments. Key concerns include:

- Staff and Managers have limited access to important information about the organization's direction, focus, and strategy.
- Informal communication channels are over-active in absence of routine, formal information-giving processes.

Capacity 5. Learn effectively from internal and external stakeholders

Why?: Information delivery is only one half of the communication cycle. Without mechanisms for learning from internal and external stakeholders, the organization cannot make good decisions or manage the impact of those decisions. Increasing organizational capacity to learn from stakeholders not only creates a platform for better decision-making, it also sets the stage for relationship-building and enhanced partnership.

In the context of a reorganization effort, it is vital to provide stakeholders with a meaningful voice in the process, a vehicle for giving feedback, and on-going opportunities to share information regarding the effectiveness of transition. In the absence of these mechanisms, organizational members have no way to make the changes meaningful to themselves and are far more likely to actively work against change or passively adopt a victim stance, feeling that change is being done to them rather than through them.

SLR

Current Status:

- Staff and Managers across the executive branch have limited opportunities to communicate their ideas and contribute their expertise to the issues facing the organization.
- Staff and managers within OIRM experience the culture as uninterested in learning from their expertise and experience, and many feel actively silenced by the current culture.
- Within the current culture, many do not have a sense of safety around asking questions or asserting ideas; doing so is perceived to be intimidating or dangerous.

Capacity 6. Lead and manage in an environment of continuous change and transition

Why?: The business requirements of IT customers in King County are highly diverse and always changing. Available technologies and their applications are also constantly changing. The current reorganization effort is a large and important project, but it will not be the end point of change in King County.

The complexity of the business needs and the technical environments make change a constant feature of the system. To be successful as a leader in this environment, leaders and managers in the Central IT organization of King County must:

- Recognize that the system is in a constant, not temporary, state of flux.
- Build their personal capacity to thrive in an environment defined by ambiguity, uncertainty, and complexity.
- Change from a command and control orientation to a collaboration orientation.
- Develop knowledge and core competencies critical for guiding people through the human side of change.
- Learn skills and tools for effectively facilitating change in behaviors, practices, and processes.
- Provide the needed leadership for the predictable periods of uncertainty accompanied by complex change.
- Develop the ability to set vision and design operations that anticipate and flex with change.
- Intentionally expand the organizational capacity to learn and make course corrections over time.
- Develop the organizational capacity to serve as a hub of connectivity and knowledge sharing across diverse departments.

Current Status: The Central IT organization is currently led and managed as if it were a stable, simple organization.

- The structure is traditionally hierarchical and communication flows are one-way and limited.
- Mechanisms for coordinating project teams and managing complex workflow issues are not in place.
- The current organizational culture prohibits the kind of ongoing learning required to successfully navigate ongoing change.

SLR

- Leaders and managers have tended to view change as a technical, rather than a human, problem and do not currently operate from an understanding of how to address and plan for the human dimensions of change and transition.
- Information is tightly held or withheld and systems are not in place to coordinate information-exchange and knowledge-sharing on the kind of large scale needed.

Capacity 7. Lead and manage for organizational effectiveness

Why?: Organizational effectiveness is the core underpinning of many of the desired results. The Central IT organization cannot deliver high quality customer service, produce cost effective results, or exert compelling regional technical leadership without a foundation of core leadership and management skills, and effective processes, practices, and systems.

In addition, the senior management team of the Central IT organization must have the capacity to work together toward a shared vision, to model the behaviors they want to see from others, to engender greater trust and credibility as a team, and to provide the shared leadership necessary for cultural change and overall IT effectiveness within King County.

Current Status: There are numerous areas of concern with respect to OIRM's current capacity to lead and manage for organizational effectiveness. Major focus areas include:

- *Vision and Direction*. OIRM Managers and staff conveyed several areas of concern regarding the capacity of leadership and management to develop and communicate a coherent, consistent, shared vision for the organization. Instead, staff and managers experience:
  - Unclear or evolving expectations
  - Competing and changing priorities
  - Lack of clarity regarding rationale and implications of decisions
- *Decision-making*. Lack of clarity about decision-making processes limits effective decision-making throughout the organization.
  - There is virtually no empowerment for decision-making below the highest organizational level, and clear ownership and accountability for decision-making is widely absent.
  - Decisions are made with limited or no input from stakeholders.
  - Overly slow decision-making results from extraordinary bureaucratic hurdles and lack of shared vision within the Senior Management team.
  - Crisis decision-making results from lack of timely decision-making and high volume of day-to-day management that tends to prevent efforts to be proactive.
- *Impediments to collaboration and teamwork.* In addition to their roles within functional groups, many individuals and groups at OIRM work on project teams, which may cut across the functional and hierarchical lines of the formal organization.

SLR

- To the extent that individuals function in a matrix structure around project or program work, they report a lack of coherence between formal and informal structures, a lack of coordinating mechanisms, and lack of shared understandings about roles, relationships, and authority.
- Respondents describe these conditions as resulting in people feeling overworked and overwhelmed, pressured by unreasonable timeframes and deliverables, and inefficient due to fragmentation of expectations and energies.

- *Management/supervision skill levels.* A number of individual managers and supervisors were called out as positive examples of good operational and inspirational leadership. However, overall, staff expressed a number of concerns about the current overall management capacity in the OIRM organization. Some of the expressed concerns included:
  - Limitations in managers' ability to work with individuals in a positive, mentoring capacity.
  - Limitations in ability to engage constructively with conflict. While respondents called out some individuals for their particular skill at managing conflict, on the whole, the organization was described as having an absence of norms for direct, constructive engagement of conflict.
  - Absence of foundational practices like:
    o Routinely setting meeting agendas
    o Dealing with issues before they become a crisis
    o Following through
    o Leading by example
  - Lack of recognition of accomplishment. Staff described the current culture as one in which good and extraordinary work is not acknowledged, and in which individual goals and strengths are not recognized.

- *Lack of cohesiveness among senior management.* The Senior OIRM Management Team doesn't appear to function as a cohesive leadership team or successfully communicate a consistent, shared vision.

- *Undeveloped internal processes and systems.* Concerns about operational processes are shared by most of those interviewed. Many existing OIRM processes are perceived (by both internal and department stakeholders) to be inadequate to support the goals of the reorganization. While some respondents see progress being made to define and implement process improvements, many respondents still perceive significant dysfunction in the key areas of planning, use of resources, operations, support, and accountability. Two themes emerged from staff discussion of current process and structure issues:
  - Processes and procedures are cumbersome and poorly understood. Staff expressed that many of the current processes and procedures are time consuming and unwieldy, working against their ability to create results.

- Lack of project planning, coordination, and prioritization mechanisms. Staff members described a context within which a wide array of priorities are at play, with no meaningful way to organize around them. As a result, individuals seeking to do quality work within clear performance expectations experience tremendous stress, feeling stretched and confused. Another result is that projects ultimately cost more and take longer to complete.

Final Words on Findings

The findings of the comprehensive assessment, summarized above, form the platform for the development of structural options, which are presented in Chapter 3, and the leadership and management plan framework developed in Chapter 4.

3

ALTERNATIVE APPROACHES TO STRUCTURE

Overview

An organization's structure can hinder or facilitate its operations and is therefore one important piece of the puzzle of creating and maintaining an effective and healthy organization. The structural dimensions of organizations encompass issues such as:

- Reporting relationships
- Roles
- Staffing
- Span of control
- Grouping and location of key functions and processes

Three Structural Alternatives

There is no 'one way' to improve the organizational structure of the Executive Branch IT. Therefore, three different approaches to improving the structure are explored here. Each is built on a somewhat different rationale and each can be learned from to aid in developing a final recommended structure. All three were designed to meet the criteria and be reasonable approaches to consider.

Each of the structures pictured here depicts an end-point or goal. There is no implication about the steps needed to achieve that end-point or the length of time needed to achieve it. It is expected that this would differ for each approach, and within any approach for each Department.

Each of the structure options suggests changes to existing positions and the addition or deletion of positions. There is no implication or assumptions about who fills any of the positions. These structures were developed with no-one in mind – only the objective of meeting the criteria and supporting the desired results.

The three approaches presented here for consideration are:

A. Functional

This structure builds on the current structure, identifying functions in a similar way, but grouping them somewhat differently for improved clarity, adding or streamlining supervisory capacity where needed, and adding new functions in order to implement the criteria. This structure is intended to be a minimalist approach – making the fewest changes while still offering improvement.

B. Plan – Build – Run

This structure is built around the life-cycle of IT products and the Microsoft and ITIL best practices for IT operations. It is largely functionally based but enables the organization to think about services, or bundles of functions (as described in Deliverable 4) and is designed to be more easily understood by the customer.

C. Customer focused

This structure builds on Approach B but greatly strengthens the focus on the IT – customer interface, whether IT is provided by Central IT or within a Department. The C approach represents the greatest level of change in structure.

Developing a Final Recommended Structure

In the immediate future, SLR will facilitate two meetings with the Senior Management Team and Service Delivery Managers, followed by a meeting with the CIO, with the objective of

- comparing the structures against the criteria and the overall desired results of the re-organization, and
- evaluating the level of difficulty of implementation versus the benefits gained.

Following this discussion and evaluation process, SLR will develop a final recommended structure – which may look different than any one of the three provided here.

Key Similarities

Before engaging in a review of the three different approaches it is helpful to note that there are a number of elements which they have in common.

Parameters for Centralization and Decentralization

The principles and criteria for developing the criteria call for the standardization and/or centralization of functions that do not vary across Departments. In developing the approaches to improving organizational structure of IT, the criteria were taken a step farther and parameters were set for what would be provided by Central IT, what might be standardized but distributed, and what would be provided by Departmental IT groups. These parameters are delineated in Table 5 that follows.

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Table 5
Guidelines for Centralization, Standardization, and Distribution of IT Functions

Function	Provided by Central IT group	Standardized but distributed	Provided by Departmental IT Group
Governance Coordination	– Project review – Setting of standards and policies – Managing & coordination of governing process		
Policy and Planning	– Strategic & long range (enterprise) – IT business project & operations planning – Application Portfolio Assessment & selection	– Application portfolio management	– IT / Business Line integration – Service development – (unique services, internal to department)
Human Resources	– IT Job standards – Recruiting, rosters of qualified candidates for departments, reference checks and salary agreements and hiring authorization – IT new hire orientation – Training programs	– Training to standards – Performance evaluation and disciplinary processes	– Decisions re staffing needs – Selection of new hires – Business line manager participation in IT staff performance evaluation and disciplinary processes – Identification of specific training needs
– Procurement & Asset Management –	– Maintenance of inventory of hardware and software – Large group purchasing contracts – Management of contracting including policies and procedures – Management of IT purchasing	–	– identification of software/hardware required for business operations – funding of business line purchases
Applications	– Maintenance and customization of applications installed on mainframe – Development and support of new enterprise wide applications (can be contracted for)	– Application portfolio management including: – - widely used off-the-shelf applications – - standards for database development – - standards for platforms	– Development and customization of applications supporting unique business

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Function	Provided by Central IT group	Standardized but distributed	Provided by Departmental IT Group
Network	– Development, maintenance and repair		
LAN	– LAN and Desktop support for Central IT	– May be distributed by geography or by department	
Servers & storage	– Infrastructure including maintenance, backup, data restoration – Application and data installation for Central IT		– Application & data installation
Support/Help Desk	– Develop & maintain 'Tier 0 self-help site on the intra-net – Monitor service levels – Tier 1 – Tier 2 and 3 for enterprise wide applications & systems	– - Help Desk application – - help desk standards & policies – -monitoring of service levels	– Tier 2, 3 for unique Dept applications
NOC	X		
Data Center Operations	X		
Active directory/messaging	X		
Radio	X (eventually)		
Telephone	Infrastructure & service inventory management		Phone device deployment
Cable	X		

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Other elements which the three approaches have in common include:

'Boss'

The word 'boss' has been used in many cases to indicate the senior manager of a program or division, while avoiding the implications of the use of specific term such as Director or Manager. SLR will work with the Human Resources SDM in establishing the appropriate titles in the final recommended structure.

Department 'X'

Each structure is described in terms of how OIRM organizes its enterprise wide activities, and how IT activities in an Executive Branch Department (Department "X") would be aligned and organized. In the final plan, recommended structures will be developed for each Department in consultation with the Departmental SDM and leadership.

Deputy Director

In all three structures, the position of Deputy Director has been added. In the current structure, the CIO has 12 Directors or Managers reporting to him, as well a broad accountability to the Executive and separately electeds. The addition of a Deputy Director provides for a strengthening of the management of the day-to-day operations of ORIM which will be necessary to achieve the structural, process, and cultural changes called for by the Executive.

Expansion of Human Resources Service Delivery Manager Role

All three structures show an expansion of the role of Human Resources to include:

- Recruitment of skilled IT staff across the Executive Branch including strategic advertising, and applicant sourcing.
- Orientation of IT staff,
- Coordination and consistent application of disciplinary actions,
- Training coordination that identifies training needs and promotes maximum use of training opportunities for IT employees.
- Development of new training programs.

Central Procurement

All three structures provide for a centralized procurement function. This is conceived as a service to the Departments and a lever for increased consistency and efficiency in the software and hardware purchases. It will increase the capacity for large group purchasing contracts and lift the onerous tasks of inventory and asset management from the departments. Departments will continue to control their budget and purchasing decisions.

Departmental Budget Coordination

All structures also provide for a budget coordination role, offering assistance to IT SDMs in developing department IT budgets and monitoring them. This function is separate from the budgeting for Central IT itself.

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LAN and Desktop Support

In all three structures, it is assumed that LAN administration and Desktop Support happens locally, rather than through OIRM. "Local" might mean by each Department or geographically. For example, OIRM might by SLA provide LAN and Desktop support for all Departments in the Chinook building, or either DOT or DNRP might provide those services at the King Street Center. In the long term, if the 'thin-client' technology is fully implemented, the focus of support could be centralized.

Radio and Telecommunications

The organization of these two programs, which have little relationship to other areas of Information Technology are untouched.

Service Delivery Managers

The role and responsibilities of the IT SDMs is unchanged, with the exception of an attempt to strengthen it in the Customer Service Approach. In all three structures, however, they do not report directly to the CIO but to a new position – either a Departmental Operations 'Boss' (Structure A and B) or a Departmental Services 'Boss' (Structure C). This change is recommended to both reduce the number of people reporting directly to the CIO and to strengthen the support offered to the SDM's in managing IT across the Executive Branch. It also would provide more flexibility to add Service Delivery Managers to separately elected departments in the future.

Clerical or administrative support staff

These positions are not called out in the organizational structures. They are critical and SLR believes that greater use of these staff would increase the management capacity of Central IT and the Departments. However, further discussion is needed to develop specific staffing recommendations.

How to Read the Charts

Multiple pages per structure

The front page of each chart shows the senior management team for OIRM and provides highlights of their key responsibilities. The following pages follow the senior management team structure from left to right, and end with the Department 'X' for that approach.

Staffing Estimates

If a program is indicated in a box and there is no manager or supervisor, the number of staff in that program is indicated in parenthesis. If there is a manager or supervisor an estimate of the number of the staff reporting to that supervisor is indicated below the box. These staffing estimates are based on the current staffing and are subject to change. In some cases, no staffing estimates have been made as the level of organizational change suggested is significant and more discussion about requirements will be needed.

Each set of charts is accompanied by a set of notes which describe the salient features and rationale for changes to the structure. These amplify how the structures fit the criteria and the desired results. Reviewing the notes along side the organization charts will be useful.

Structure A: Functional Approach

Purpose

Structure A is designed around the functions of IT. It is based on the current structure, but groups some functions differently for improved clarity, adding or streamlining supervisory capacity where needed, and adding or enhancing functions in order to implement the criteria. This structure is intended to be a minimalist approach – making the fewest changes while still offering improvement.

Explanatory Notes

Deputy Director	In Structure A this position has no direct reports, but provides support to the CIO in the managing of day-to-day operations of Central IT.
Security	The Security Officer is elevated in this structure to report directly to the CIO. This is to enhance and clarify the critical role of security County wide and the need for standardized policies and practices and technologies.
Planning & Service Development and Finance & Administrative Services	These functions, currently combined under one manager, are separated 1) to increase the focus on strategic planning and service development and 2) because the skills and expertise to carryout and manage these areas are very different.
Project Management Office (under Enterprise Services)	Currently, the 16 Project Managers report to the Director for Enterprise Services. In Structure A, a Project Management Office Manager position is added and it is suggested that Project Teams with Leads be organized. These Teams would have clear sets of responsibilities but would be time limited as the needs change.
Enterprise Services & Infrastructure Operations	Functions have been moved between these two areas to more clearly align application based services, services and support, and infrastructure (network and hardware.) The purpose is to make the management of these areas easier by bringing similar functions together, and to make it easier for customers to understand the structure.

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Data Center Operations	The Data Center currently has no manager but 3 shift supervisors. This structure suggests creating a manager position and having a leads or supervisors on the evening and night shift. This would provide more direct leadership for the Center including production support, as well as eliminate the need for the Infrastructure 'Boss' to manage the Data Center.
CSS	Currently CSS has no supervisor. This structure adds a supervisor position which is assumed to be a 'working' supervisor – i.e. has responsibilities for the direct work of the unit, as well as supervision.
Department "X"	In Structure A the proposed Departmental structure is built on the structures of DCHS and DDES which have re-organized functionally.

Structure A: Functional Approach

CIO

Deputy Director
- coordinates day to day operations
- acting CIO when CIO not available

Security & Privacy
3

Human Resources SDM

Planning & Service Development 'Boss'
- strategic planning
- service planning
- technology planning
- governance

Finance & Administrative Services 'Boss'
- accounting
- procurement
- budget development
- cable

Enterprise Services 'Boss'
- Service Desk
- application development & support
- website
- project management

Infrastructure & Operations 'Boss'
- Data Center
- systems engineering
- radio
- telecommunications

Departmental Services 'Boss'
- department liaison
- implementation of IT policies & practices

Structure A: Functional Approach

SLR

Human Resources Service Delivery Manager
- labor relations
- IT job standards

Recruitment Coordinator

?
- recruit qualified candidates
- provide rosters to Depts to select from
- support Dept interviewing & selection processes

HR Manager

1 +
- support hiring processes
- final hiring authorization
- evaluation of potential new technologies

IT Educator
- new hire orientation
- design & implement training programs

Payroll (1)

Structure A: Functional Approach

SLR

Planning & Service Development 'Boss'

Strategic Technology Planner
- strategic & long-range planning for IT infrastructure
- forecast capacity of systems and services
- research & recommend new technologies

Service & Technology Evaluator
- application portfolio assessment & selection
- ongoing evaluation of services & service levels

Enterprise Service Planner
- IT business project & operations planning
- consultation to Departments

Technology Governance Manager

1

- coordinate project review
- set standards and policies for project development
- manage governance process
- consultation to Departments

Structure A: Functional Approach

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Finance & Administrative Services Manager 'Boss'

- IT software & hardware large group purchasing
- management of contracts
- inventory management

Central Procurement Supervisor

Accounting Supervisor

- Central IT only

Budget & Financial Planning 2

Cable Office

Contract Services 2+

Asset Management

Purchasing

Dept Budget Coordination

Central IT

- assistance to Departmental IT in budget development, justification & coordination
- assistance with IT budget monitoring

- budget development
- budget monitoring

Structure A: Functional Approach

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Structure A: Functional Approach

SLR

Structure A: Functional Approach

Infrastructure Operations 'Boss'

Radio Communications Manager
- Radio Shop Supervisor — 5
- Communication System Supervisor — 4
  - Services (3)

Telecommunications Manager — 8

Data Center Operations Manager
- Data Center Shift Supervisor or Leads (2) — 9
  - Data Center Facilities (1)
- Production Support/ Change Managment Supervisor — 4

Systems Engineering & Operations Manager
- Active Directory & Messaging Supervisor — 6-7
- DSS Supervisor — 10
- Network Services Manager
  - SQL
  - Network Tools (3)
  - I-Net Administrator
  - Engineering & Support Supervisor — 15
- CSS Supervisor — 4

Note: Lan & Desktop support is distributed to depts or geographically. OIRM may provide some support

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Structure A: Functional Approach

SLR

Structure B: Plan, Build, Run

Purpose

This structure is built around the life-cycle of IT products and the Microsoft Operations Framework (MOF) and ITIL best practices for IT operations. It groups functions based more on how customers understand them and is designed to enhance the capacity of the organization to: 1) develop new enterprise technologies 2) integrate the planning and delivery of services which help create more responsive service delivery and 3) streamline the provision of IT infrastructure. This structure will also lend itself more easily to offering a service portfolio or catalogue of bundled functions to customer Departments.

Explanatory Notes

Deputy Director	In Structure B this position is responsible for finance, departmental administrative functions, the management and monitoring of vendor and internal service agreements, and the coordination of project reviews. As in Structure A this position is also the acting CIO when not available.
Enterprise Solutions	This new division responds to the need to have an enhanced and focused capacity to develop and/or test enterprise applications. It creates project teams of staff (led by a program manager) who support the needed roles – development, user advocate, product release, and test engineering described in MOF for the creation of new IT solutions. It assumes that the number of projects underway at any one time is fluid, and that team members move from team to team, or participate in more than one, as their particular expertise is needed.
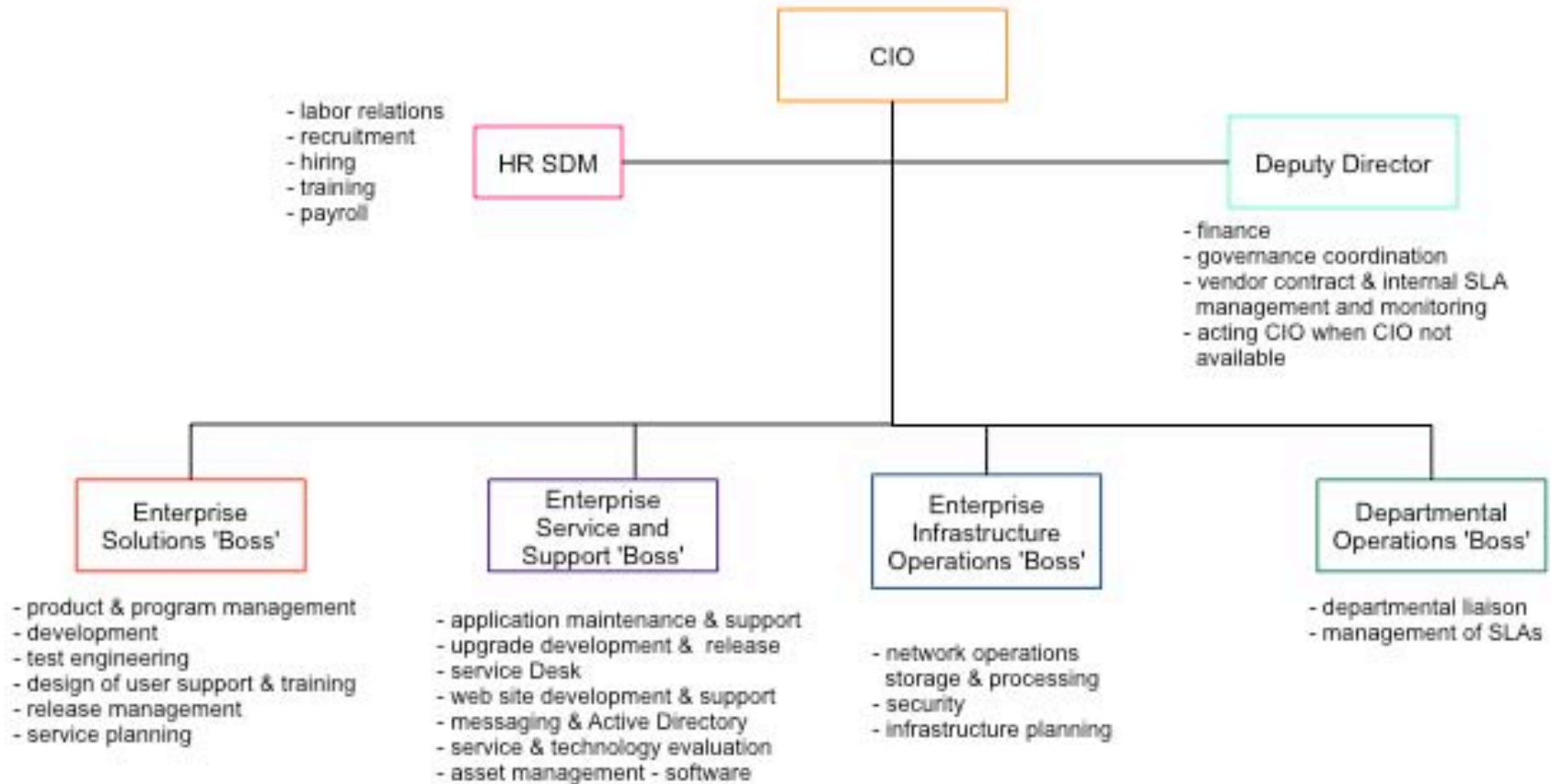
An essential part of this effort is the Enterprise Service Planner who provides an interface between the Departments and the Enterprise Solutions Boss in looking ahead to future needs.
Enterprise Service & Support '	This division provides service and support to customers and maintains and develops existing applications, including those that are run on the main frame (called Legacy Programs).

It is suggested in this structure that staff currently in the "Integrated Solution Center" be aligned with the programs – either legacy or new solutions, email or website, that they are supporting. So the development, integration with other systems, and support of a program occurs within the same team of staff. These staff may operate like the Enterprise Solutions project team members and be assigned to different projects as the need for their expertise changes – but when working on a |

SLR

	particular project they are part of that team. This is proposed to increase collaboration and to make the structure clearer to the customer Department.

Functions that support the delivery of services are also included in this division, to reduce fragmentation and enable the 'Boss' to be more fully accountable for his/her services. These include the standardization of the application portfolio, evaluation of new technologies, and coordination of group purchasing of licenses. |
| *Security* | In Structure B Security is considered integral to the infrastructure and is therefore grouped with the other infrastructure functions including the network, data center, mainframe etc. It has the same role of establishing the polices, practices and technologies for a secure system, but is positioned to work more closely with the staff responsible for implementation at an enterprise level. |
| *Department 'X'* | In Structure B, Department X is structured to align with the MOF through the grouping of "operations" functions and "solutions" functions, with support from an administrative and finance group. This supports the Departments in their development of unique business applications and assumes a similar definition of roles within project teams as described for the "Enterprise Solutions" group above. |

SLR

Structure B: Plan Build Run Approach

CIO

HR SDM
- labor relations
- recruitment
- hiring
- training
- payroll

Deputy Director
- finance
- governance coordination
- vendor contract & internal SLA management and monitoring
- acting CIO when CIO not available

Enterprise Solutions 'Boss'
- product & program management
- development
- test engineering
- design of user support & training
- release management
- service planning

Enterprise Service and Support 'Boss'
- application maintenance & support
- upgrade development & release
- service Desk
- web site development & support
- messaging & Active Directory
- service & technology evaluation
- asset management - software

Enterprise Infrastructure Operations 'Boss'
- network operations storage & processing
- security
- infrastructure planning

Departmental Operations 'Boss'
- departmental liaison
- management of SLAs

Structure B: Plan Build Run Approach

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Human Resources
Service Delivery
Manager
- labor relations
- IT job standards

Recruitment
Coordinator

HR Manager

IT Educator
- new hire orientation
- design & implement
  training programs

Payroll (1)

?
- recruit qualified candidates
- provide rosters to Depts to
  select from
- support Dept interviewing
  & selection processes

1 +
- support hiring processes
- final hiring authorization

Structure B: Plan Build Run Approach

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Deputy Director

- IT software & hardware large group purchasing
- management of contracts

Central Procurement Supervisor

Accounting Supervisor

- Central IT only

Budget & Financial Planning manager

Cable Office

Technology Governance Manager

1
- coordinate project review
- set standards and policies for project development
- manage governance process
- consultation to Departments

Contract Services 2+

Purchasing

Dept Budget Coordination

- assistance to Departmental IT in budget development, justification & coordination
- assistance with IT budget monitoring

Central IT

- budget development
- budget monitoring

Structure B: Plan Build Run Approach

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Enterprise
Solutions 'Boss'

Program Manager #1

Program Manager #2

Enterprise Service Planner

- IT business project & operations planning
- consultation to Departments

Developers

Test Engineering

User Advocate

Product Release

Developers

Test Engineering

User Advocate

Product Release

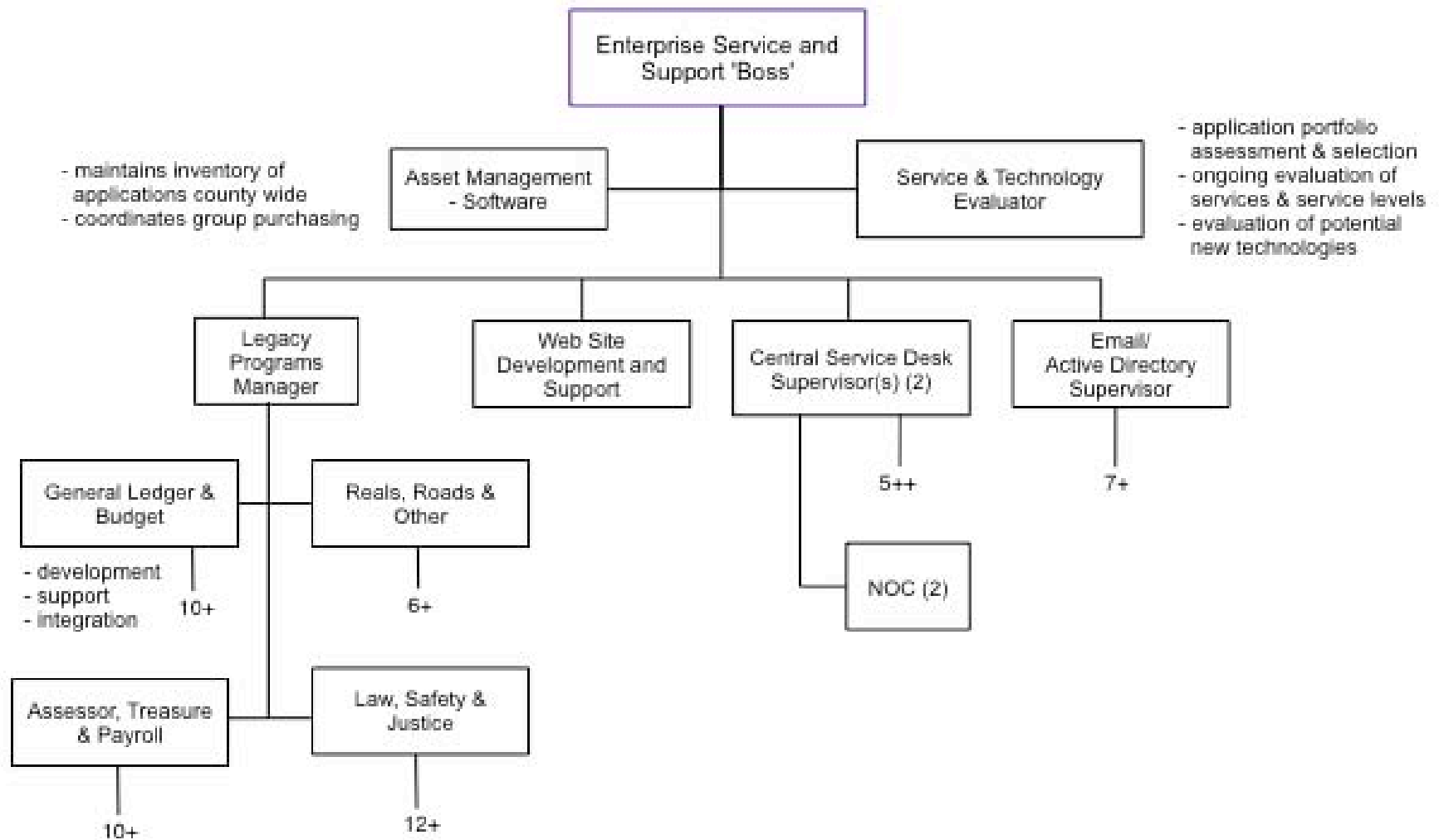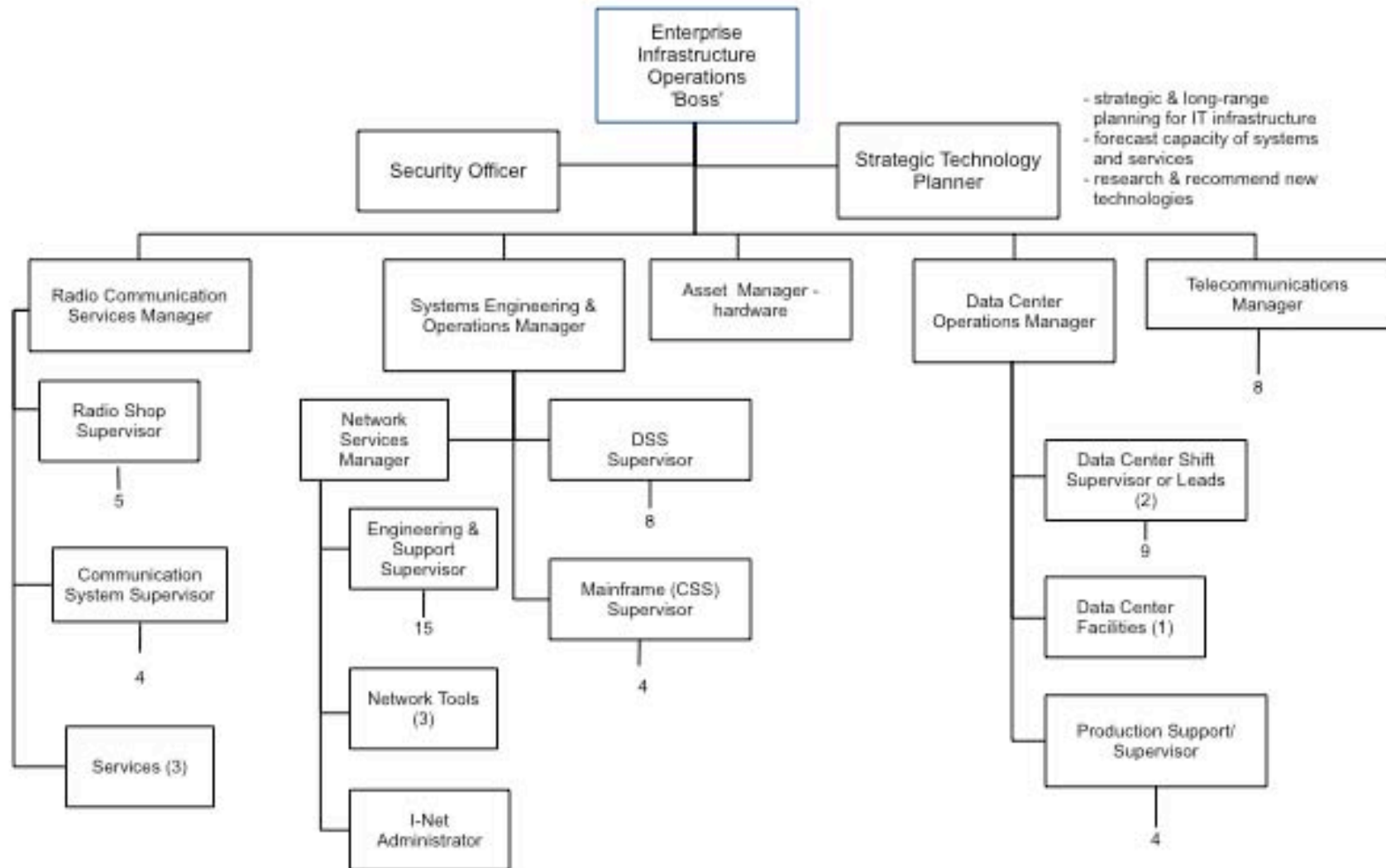Note: Implies a program manager for each program team and the roles needed on that team.

Structure B: Plan Build Run Approach

SLR

Structure B: Plan Build Run Approach

SLR

Enterprise Infrastructure Operations 'Boss'

Security Officer

Strategic Technology Planner

- strategic & long-range planning for IT infrastructure
- forecast capacity of systems and services
- research & recommend new technologies

Radio Communication Services Manager

Systems Engineering & Operations Manager

Asset Manager - hardware

Data Center Operations Manager

Telecommunications Manager
8

Radio Shop Supervisor
5

Network Services Manager

DSS Supervisor
8

Data Center Shift Supervisor or Leads (2)
9

Communication System Supervisor
4

Engineering & Support Supervisor
15

Mainframe (CSS) Supervisor
4

Data Center Facilities (1)

Services (3)

Network Tools (3)

Production Support/ Supervisor
4

I-Net Administrator

Structure B: Plan Build Run Approach

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Structure B: Plan Build Run Approach

SLR

Department X
Plan-Build- Run

```
┌──────────────────┐          ┌──────────────────┐
│  Department X    │          │ (IT) Departmental│
│    Director      │          │ Services Director│
└──────────────────┘          └──────────────────┘
```

```
┌──────────────────┐    - management & monitoring of
│  Department X    │       SLAs and service levels
│ Service Delivery │    - dept service planning
│    Manager       │
└──────────────────┘
```

```
┌──────────────────┐    ┌──────────────────┐    ┌──────────────────┐
│ Admin & Finance  │    │  Departmental    │    │Business Application│
│    Support       │    │   Operations     │    │    Solutions      │
│                  │    │     'Boss'       │    │     'Boss"        │
└──────────────────┘    └──────────────────┘    └──────────────────┘
```

- budget
- coordination of procurement
- policy communication & training
- dept IT accounting

- LAN administration
- desktop Support
- service Desk
- server administration
- database administration
- implementation of
  departmental applications
- web site user interface &
  content

- program management
- test engineering
- design of user support & training
- relase management
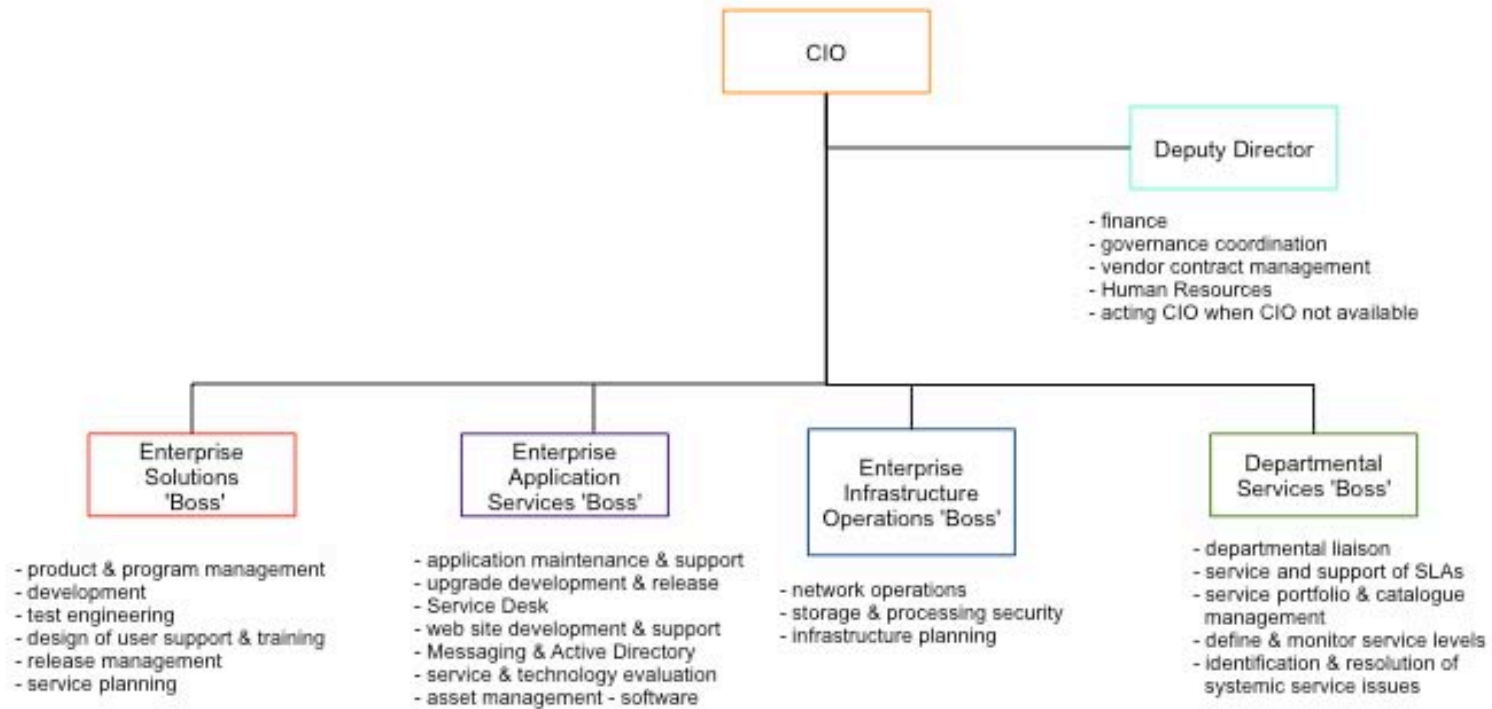
Structure B: Plan Build Run Approach

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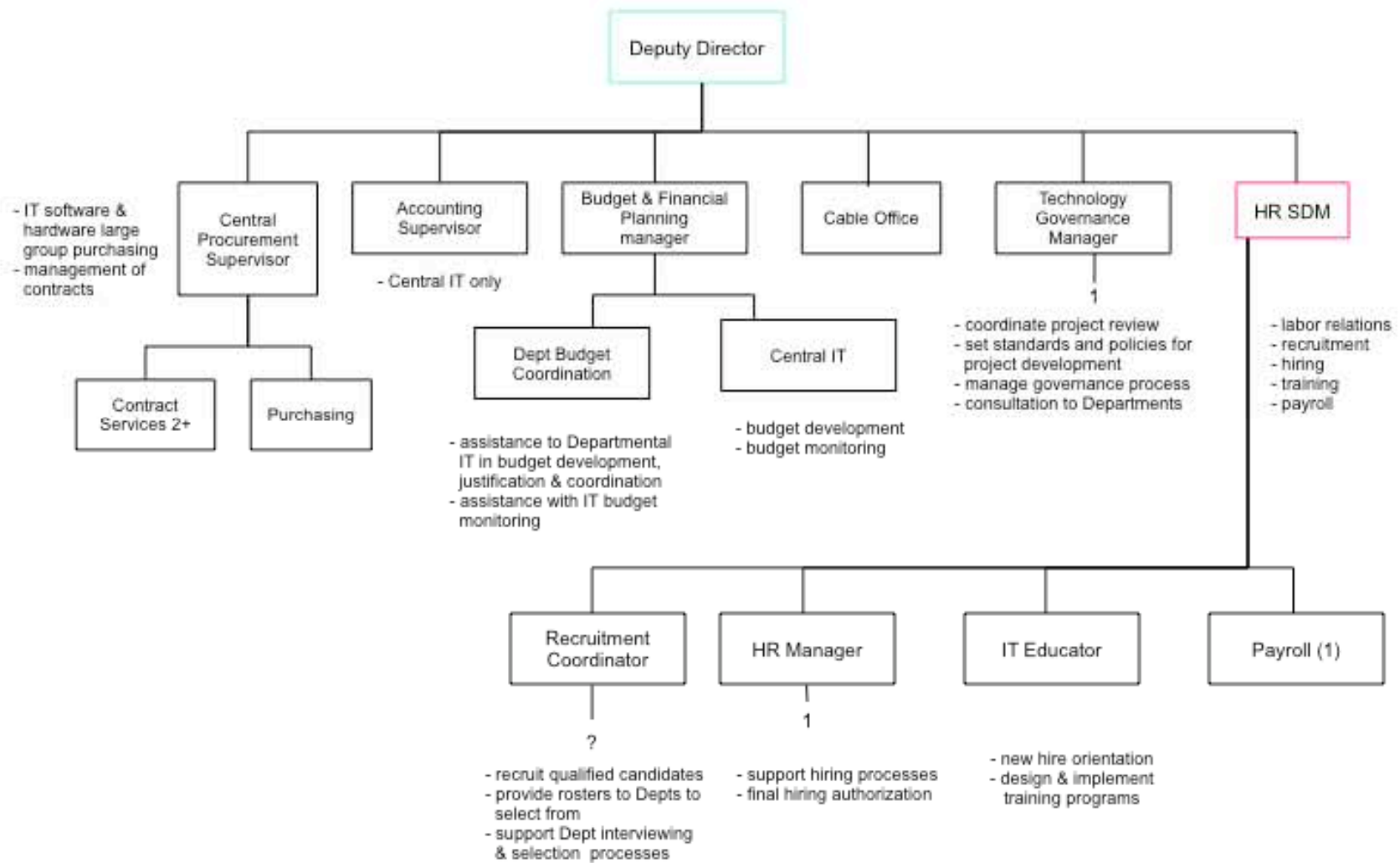# Structure C: Customer Service

Purpose

This structure builds on the Plan-Build-Run approach of Structure B with the primary purpose of providing a clear and high level focus on customer service. Rather than distributing the service role, as described in MOF, it calls it out at senior management level and provides the staffing to implement it.

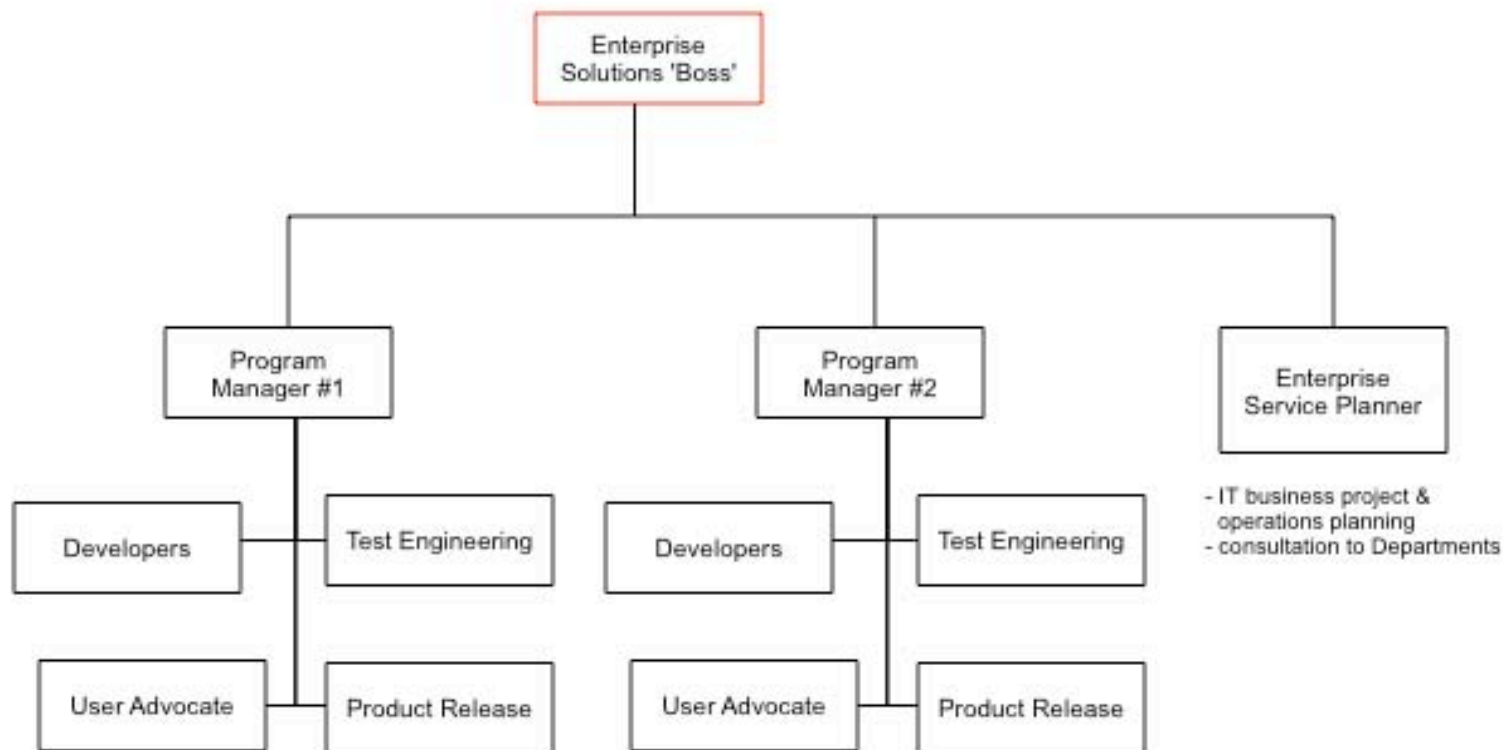|	
Deputy Director	As in Structure B this position is responsible for finance, departmental administrative functions, the management and monitoring of vendor and internal service agreements, and the coordination of project reviews. Human Resources has been grouped under the Deputy Director to pull together all administrative functions in one group. It also gives the CIO a clearer focus on enterprise customer services.
Departmental Services	In Structures A and B this group is focused on the operations of IT in the Departments. In Structure C this group is focused on both managing the operations effectively and assuring Departments get responsive customer service. Two positions are key to this Structure. The first is a "Customer Service Coordinator" who reports directly to the IT SDM in Department X, and has a matrix relationship to the Service Portfolio Manager. The role of the Customer Service Coordinator is to translate business requirements to IT staff (whether in the Department or Central IT), monitor the execution of SLAs, problem solve customer service issues, and monitor service levels. It is assumed that the Coordinators will have a matrix team role of working with the Service Portfolio Manager to identify system wide service issues and possible solutions. Depending on the size of the Department it is possible that it may have more than one Coordinator or that it may share a Coordinator with another Department. The second key role is the Service Portfolio Manager who has the responsibility of maintaining the service portfolio and catalogue, evaluating service levels, and with the help of the Customer Service Coordinators identify system wide issues and coordinating their resolution quickly. In a matrix role the Service Portfolio Manager will need to have the authority to bring resources to problem solving and the responsibility to work with managers throughout the IT organization to improve service levels. Leadership support from the CIO and the Departmental Services Boss will be needed to support the Service Portfolio's operational role.

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Structure C: Customer Service Approach
(A Variation on Plan - Build - Run)

CIO

Deputy Director
- finance
- governance coordination
- vendor contract management
- Human Resources
- acting CIO when CIO not available

Enterprise Solutions 'Boss'
- product & program management
- development
- test engineering
- design of user support & training
- release management
- service planning

Enterprise Application Services 'Boss'
- application maintenance & support
- upgrade development & release
- Service Desk
- web site development & support
- Messaging & Active Directory
- service & technology evaluation
- asset management - software

Enterprise Infrastructure Operations 'Boss'
- network operations
- storage & processing security
- infrastructure planning

Departmental Services 'Boss'
- departmental liaison
- service and support of SLAs
- service portfolio & catalogue management
- define & monitor service levels
- identification & resolution of systemic service issues

Structure C: Customer Service Approach

SLR

Structure C: Customer Service Approach

Deputy Director

Central Procurement Supervisor
- IT software & hardware large group purchasing
- management of contracts

- Contract Services 2+
- Purchasing

Accounting Supervisor
- Central IT only

Budget & Financial Planning manager

- Dept Budget Coordination
  - assistance to Departmental IT in budget development, justification & coordination
  - assistance with IT budget monitoring
- Central IT
  - budget development
  - budget monitoring

Cable Office

Technology Governance Manager
1
- coordinate project review
- set standards and policies for project development
- manage governance process
- consultation to Departments

HR SDM
- labor relations
- recruitment
- hiring
- training
- payroll

Recruitment Coordinator
?
- recruit qualified candidates
- provide rosters to Depts to select from
- support Dept interviewing & selection processes

HR Manager
1
- support hiring processes
- final hiring authorization

IT Educator
- new hire orientation
- design & implement training programs

Payroll (1)

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SLR

Enterprise
Solutions 'Boss'

Program Manager #1

Program Manager #2

Enterprise Service Planner

Developers

Test Engineering

Developers

Test Engineering

- IT business project &
  operations planning
- consultation to Departments

User Advocate

Product Release

User Advocate

Product Release

Note: Implies a program manager for each program team and the roles needed on that team.

Structure C: Customer Service Approach

SLR

Structure C: Customer Service Approach

SLR

Enterprise Infrastructure Operations 'Boss'

Security Officer

Strategic Technology Planner

- strategic & long-range planning for IT infrastructure
- forecast capacity of systems and services
- research & recommend new technologies

Radio Communication Services Manager

Radio Shop Supervisor
5

Communication System Supervisor
4

Services (3)

Systems Engineering & Operations Manager

Network Services Manager

DSS Supervisor
8

Engineering & Support Supervisor
15

Mainframe (CSS) Supervisor
4

Network Tools (3)

I-Net Administrator

Asset Manager - hardware

Data Center Operations Manager

Data Center Shift Supervisor or Leads (2)
9

Data Center Facilities (1)

Production Support/ Supervisor
4

Telecommunications Manager
8

Structure C: Customer Service Approach

SLR

Departmental Services 'Boss'

Service Portfolio Manager

- service portfolio & catalogue management
- ongoing evaluation & monitoring of service levels
- identify & coordinate resolution of systemic service issues

ADJD SDM

DOT SDM

DCHS SDM

DNRP SDM

DES SDM

DDES SDM

PHD SDM

- manage Dept IT operations & staff
- develop SLAs
- implementation of Central IT policies
- business IT service planning

Structure C: Customer Service Approach

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**Department X
Customer Service Approach**

Structure C: Customer Service Approach

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Relational Aspects of Structural Approaches

- Structure diagrams show hierarchy only.
- Need to explore relationships across lines of authority that will make it work
- Suggest definitions for collaboration and coordination; web relationships and hub relationships; matrix
- Structures differ in type of collaboration or coordination needed
- Diagram and discuss the key 'matrix' relationships needed and what is needed to make those work

How Does Each Structural Approach Meet the Guiding Principles and Criteria?

Each of the approaches were designed to meet the criteria as well as possible. The reader will need to make his or her own evaluation as to how well that has been achieved but the following table provides one comparison of each structure to the principles and criteria. The table highlights some of the differences between the structures and provides a starting point for evaluation and debate.

SLR

Table 6
Comparison of the Structure Options to the Guiding Principles and Criteria

Principle	There will be clear and consistent reporting relationships and accountability for IT across the Executive Branch.	Structure A: Functional	Structure B: Plan – Build – Run	Structure C: Customer Service
Criteria	The CIO is accountable for the cost-effective, secure, and forward thinking delivery of information technology across King County.	Yes	Yes	Yes
	IT SDMs have the leadership and oversight of all IT functions within their departments and accountability for the contractual agreements with Central IT for services.	Yes	Yes	Yes. Monitoring of SLAs is strengthened through the addition of a Customer Service Coordinator reporting to the SDM.
	IT SDMs have a dual but clear reporting relationship to Central IT leadership and their Department leadership.	SDM directly reports to a new position of Departmental Operations 'Boss', and continues with a dotted line or matrix relationship to the Departmental Director.	SDM directly reports to a new position of Departmental Operations 'Boss', and continues with a dotted line or matrix relationship to the Departmental Director.	SDM directly reports to a new position of Departmental Services 'Boss', and continues with a dotted line or matrix relationship to the Departmental Director.
	IT staff report to an IT supervisor or manager who provides guidance and support in their particular area of expertise.	Yes	Yes	Yes
	IT is structured similarly across all Executive Branch Departments.	Each Departmental Structure is aligned with the Central IT structure. Specific variations may occur as developed through further discussions with Departments.		

SLR

Principle	The structure will support the development, retention and effective use of IT management and staff.	Structure A: Functional	Structure B: Plan – Build – Run	Structure C: Customer Service
Criteria	Staffing levels of standard IT maintenance and service functions are appropriate to the workload and needs of the business.	This criteria is not addressed in the Draft Plan. Current staffing levels are assumed for the moment, with the understanding that more discussion with Central IT leadership and Departmental SDM's is required.		
	IT managers with direct reports at manager or supervisor level have no more than 5-8 direct reports.	All managers meet the criteria, but a number have fewer than 5 direct reports. The CIO has 8 direct reports (compared to the current structure of 12).	Most managers have 6 – 8 direct reports. One (the HR SDM) has 4. The CIO has 6 (compared to the current structure of 12).	Most managers have 6-8 direct reports. One (the HR SDM) has 4. The CIO has 5 (compared to the current structure of 12).
	IT supervisors with staff level direct reports have no more than 12-15 direct reports.	All supervisors meet the criteria, but there remains considerable variability – from two direct reports to 15. An assumption is embedded that supervisors with few direct reports are 'working' supervisors – i.e. are involved in the direct work of the given area, not supervision or management alone.		
	Employees performing IT work are classified as IT staff.	This is a labor relation issues to be addressed as part of transition planning. (See Chapter 6)		

SLR

Principle	The structure will facilitate customer service.	Structure A: Functional	Structure B: Plan – Build – Run	Structure C: Customer Service
Criteria	IT skills and/or tools used by a single department to support a service or process that only they provide or require remain within the domain of the department.	Yes – no changes assumed	Yes – no changes assumed	Yes – no changes assumed
	The Central IT organization is structured to align with customer requirements.	Expands some services to customers, such as purchasing support, training, and recruitment.	Organizes functions to be more 'user-friendly' and clear. Based on ITIL and MOF best practices for customer service. Also expands some services to customers, such as purchasing support, training, and recruitment.	Creates roles focused on customer service, and builds on B structure B. Expands some services to customers, such as purchasing support, training, and recruitment.

Principle	The structure will be flexible and adaptable to the changing and diverse business requirements of Departments and IT.	Structure A: Functional	Structure B: Plan – Build – Run	Structure C: Customer Service
Criteria	The structure will support IT staff teamwork and partnership (within and across department boundaries) by taking into account matrix relationships and/or pairing those relationships with processes that delineate how collaboration will occur.	Creates functional divisions. Teamwork and partnership will need to be intentional and supported by strong values and processes.	Brings together staff into teams for the development of solutions. Integrates planning with services for increased dialogue between planners and implementers.	Assumes teamwork and collaboration to provide customer service, and includes positions whose role it is make that happen. Also brings together staff into teams for the development of solutions. Integrates planning with services for increased dialogue between planners and implementers.

SLR

Principle	The structure will be flexible and adaptable to the changing and diverse business requirements of Departments and IT.	Structure A: Functional	Structure B: Plan – Build – Run	Structure C: Customer Service
	The structure supports technical innovation.	Has a technology planning role which supports evaluation of future needs. Does not have a focus on innovation.	Integrates planning with services which will better highlight where innovation is needed. Creates a group focused on development and innovation.	Integrates planning with services which will better highlight where innovation is needed. Creates a group focused on development and innovation

SLR

LEADERSHIP AND MANAGEMENT PLAN

Overview of the Leadership and Management Plan

Why do Change Initiatives So Often Fail?

The Executive Branch IT reorganization is intended to transform the way business is conducted and how IT services are designed and delivered within King County. It holds the promise of reducing costs, improving the quality of products and services, and creating exciting new opportunities for innovation, leadership, service and partnership.

Notwithstanding its exciting promise, this is a large, complex undertaking; historically, similar endeavors within both the public and private sectors involving mergers, reorganizations and IT system changes do not have a strong track record of success. Multiple studies reveal that despite the investment of millions of dollars and years of effort in developing and launching such projects, fewer than one-third actually succeed.

Why? More often than not such change efforts focus almost entirely on the technical and/or structural factors surrounding change. Yet countless studies show that the considerable failure rate of such major organizational change projects is primarily attributable to human rather than technical factors. *Real change happens when people at all levels of the organization think and behave in significantly different ways. Changing the structure alone, without changing the culture, simply will not produce the desired results.*

What Capacities are Needed in OIRM?

Seven core capacities are called out in the key findings as the focal points for improvement, and as critical success factors for the reorganization. These seven capacities include:

1. partner effectively with Executive Branch departments
2. deliver significantly enhanced customer service
3. move past OIRM/ITS merger history
4. communicate effectively with internal and external stakeholders
5. learn effectively through involvement and engagement of internal and external stakeholders.
6. lead and manage in an environment of continuous change and transition
7. lead and manage for organizational effectiveness

SLR

None of these have to do with purely technical skills. All relate to building capacity in the "soft" skill areas of leadership, communication, collaboration, conflict management, customer service, partnership and leading and managing the human side of transition and change.

How is Capacity "Built"?: A Multi-Faceted Approach

Building the capacity to take on new roles and challenges is not a one-dimensional process. It is not enough just to have a new mission statement, or a new title, or even new information. To move from the current structure and culture to a transformed culture will require major shifts and significant new learning across the whole organization in three critical and interrelated areas: mindset and beliefs; skills and abilities; and processes and practices.

Tackling any one of these areas alone, without addressing the others, will not get you to "the other side." Only an integrated approach to changing minds, expanding competencies, and re-shaping how work is done will allow the desired transformative movement from one state to another.

As illustrated in the graphic below, these three areas, together, form the bridge to the new culture:

The Current Culture

top-down
limited information
siloed
cumbersome
tribal or individualistic
fragmented
bureaucratic
reactive

Mindset and Beliefs

Skills and Abilities

Processes and Systems

The New Culture

communication-rich
collaborative
engaging
empowering
learning community
effective
shared identity
innovative and flexible
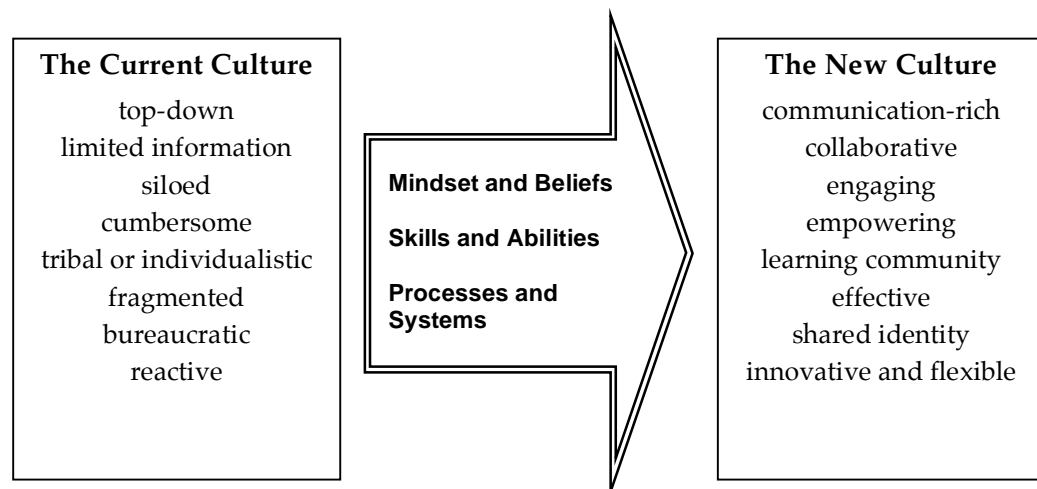
Mindset and beliefs provide internal direction, the bone deep, gut-level drive, passion and commitment essential for making major changes. They must be aligned with the new organizational vision and values of customer service, partnership, inclusion and learning.

Skills and abilities provide the critical competencies, tools, and confidence to advance the new mindset. Particular focus is needed on skills and abilities related to transition and change, teamwork, emotional intelligence, and interpersonal effectiveness.

Processes and practices operationalize the structure and culture, embed and give concrete evidence of the new culture while enhancing overall effectiveness. Focal areas must be those processes and systems which increase the capacity of the organization to manage complexity and diversity and thrive in the new reorganized state.

SLR

Changing Beliefs and Developing Skills: A Transformative Learning Approach

Transformative Learning: Learning that Leads to Change

The approach to capacity development which follows is built on number of fundamental assumptions about how people (especially adults) learn and how culture becomes embedded in an organization. These include:

- *Meaningful, practical content.* Adults are most strongly motivated to learn in order to cope with life-changing events. Once convinced the change is a certainty, adults will welcome learning that promises to help them successfully and more confidently cope with transition. Adults embrace learning when it has clear practical implications that builds on their prior experiences and can be immediately applied to their daily life.

- *Learning by Doing*. Adults need opportunities to try on new concepts and skills through active practice in their real-life contexts. For skills to become ingrained, they must be used, practiced and reinforced daily.

- *Reflection and Dialogue.* Transformative learning occurs when the practice of new behaviors is combined with opportunities for reflection and dialogue – two meta skills that have been connected to development of high performance leaders. Opportunities to think through one's own experience and talk it through with others are critical features of transformative learning processes.

- *Cohort and Community*. Undertaking transformative learning requires a safe, supportive learning environment with no judgment, full permission to make mistakes and the freedom to experiment. New mindsets and skills must be modeled and reinforced throughout the culture – what gets rewarded and modeled by influential people gets learned.

  For this reason, there is tremendous power in the shared experience that is made possible when a cohort group undertakes a learning project together. Such a process provides opportunities to build a critical mass – when a significant number of people go through the same experience, they reinforce each other's learning. Sharing a mind-changing experience with others is exciting and supportive, and can be a potent mechanism for building community and culture.

Content Areas for Learning

Table 7 on the following pages provides an overview of the learning topic areas needed to build the seven core capacities and anchor them in the culture.   Each of the 12 mindset and skill topic areas presented the second column of Table 7 is linked to the development of a specific core capacity which it most strongly supports. It must be underscored, however, that there is a significant relationship and interdependency among the capacities to be developed. Strengthening one capacity will have implications for enhancement of other core capacities as well.

Table 7
Beliefs, Mindsets, and Skills Needed to Build the Seven Core Capacities

Capacity	Beliefs, Mindsets, and Skills

1. partner effectively with Executive Branch departments	**1A. Ownership of the Platform for Change**
	• Understand what the comprehensive assessment reveals about the current reality and what needs to change.
	• Define the culture necessary to support transformation.
	• Recognize the critical implications for leadership.
	• Identify the top priorities for leaders, managers, supervisors.
	• Own the personal implications . . . what new mindset and behaviors will be required of me?
	
	1B. Form and Develop a Cross-Organizational "Champion of Change" Leadership Team
	• Role clarification and ownership:
	   o High level reorganization leadership
	   o Establish and maintain a sense of urgency
	   o Sustain the vision
	   o Insure effective communication
	   o Identify critical priorities
	
	• Develop mindset and skills for high level team effectiveness:
	   o Understand and own mindset and beliefs necessary to creation of customer-focused, team based culture.
	   o Norms and processes for effectively working together.
	
	See also 2A, 4A, 5A, 6C

2. deliver significantly enhanced customer service	**2A. Leading and Managing for IT Customer Service** • Practices that facilitate customer support and partnership. • Developing a customer service mindset. • Listening to customer needs. • Creating processes that facilitate results. • Managing for continuous improvement.
3. move past OIRM/ITS merger history	**3A. Letting go of the Past** • Openly acknowledge the incomplete merger, presence of two cultures, absence of a shared identify, and the impact on people and the current environment. • Recognize the powerful emotions and predictable dynamics experienced during mergers and major change. • Provide opportunities to express concerns, name losses, and let go of the past. • Express appreciation for what each brings to the new organization. • Collaboratively create a new identity which merges the best of both. • Clarify commitments and processes for keeping the new identity alive.

4.	communicate effectively with internal and external stakeholders	**4A. Collaborative Communication Skills and Practices** • Beliefs, principles and practices for collaborative leadership. • Shifting from unilateral control to mutual learning. • Advocacy and inquiry skills. • Dialogue and team learning. • Testing assumptions and climbing down from the Ladder of Inference. • Practices which enhance learning and build trust. **4B. Enhancing Open Communication and Effective Feedback** • Giving and receiving feedback constructively. • Engaging with the power of recognition and positive feedback. • Soliciting helpful feedback. • Handling criticism. • Dealing with defensiveness. • Adopting an 'Ownership' versus 'Victim' mindset. *See also 5A, 7B*
5.	learn effectively through involvement and engagement of internal and external stakeholders.	**5A. Collaborative Negotiation of Differences** • Expand dialogue and skillful discussion tools and competencies. • Five styles for managing conflict and implications of each. • Transcend the conditions that give rise to adversarial relationships. • Use conflict to negotiate positive change rather than generate polarized relationships. • Learn an interest-based negotiation process to co-create mutually satisfying outcomes. *See also 4A, 4B, 7B*
6.	lead and manage in an environment of continuous change and transition	**6A. The Human Side of Change** • Difference between 'Transition' and 'Change' • Three Phases of Transition. • Leadership role during Transition. • Communication essential to create buy-in. • Action Plans for the initial phase of Transition **6B. Managing in the Middle of Change** • Tools for monitoring the change process. • Recognizing needs during the period of uncertainty. • Providing structure and direction. • How to implement structural change. • Providing support that reduces resistance. • Encouraging participation, ownership, and engagement. **6C. Leading and Managing Complexity and Diversity** • Acknowledging the realities of perpetual change. • Managing during turbulence and ambiguity. • Managing within a matrix organization • Planning for a predictably uncertain future. • Working creatively with ever-increasing complexity. • Becoming more flexible and adaptable.

7.	lead and manage for organizational effectiveness	**7A. OIRM Senior Team Ownership of Change and Senior Team Development** • Understand what the comprehensive assessment reveals about the current reality and what needs to change. • Recognize and embrace, individually and collectively, the critical role the Senior Team plays in facilitating change. • Examine current functioning as a Senior Team, and the implications for effectively leading and managing the change effort. • Adopt a shared vision, values, mindset and norms for communicating, decision making, and working together as an effective Senior Team. • Deepen trust, enhance essential communication skills, and practice open communication necessary for team and leadership effectiveness. **7B. Leadership and Communication Styles** • Understanding individual differences in styles. • Recognizing your own style . . . strengths and blind spots. • Implications of style differences for communication, teamwork, and results. • Implications for learning and change in the new culture. • Develop style flexibility to maximize individual, team, and organizational effectiveness. *All of the previous mindset and skill areas apply to building this capacity.*

SLR

Implementation of a Capacity Building Program within OIRM

Table 7, above, identifies *what* skills and beliefs need to be developed. In this section, we look at *how* that development might occur, including factors such as:

- How and when will the content be delivered?
- Who will be involved in the capacity building process?
- What will be the level of involvement of different groups of participants?
- What kind of time commitment will be required?

Guiding Principles

In order to effectively and efficiently implement the development program in a manner that maximizes the desired results of learning, growth and change, the following factors guide the approach to delivery:

- A phased approach,
- which follows a sequential and iterative learning process,
- aimed at imparting a shared language and common core skills among all leaders and managers,
- while tailoring the scope, depth and intensity of development activities to the roles and needs of the specific groups of leaders and managers.

A Phased Approach

Implementation of the capacity development program is expected to occur in three phases:

- Pre-Transition, January 2008 through March 2008
- Transition Phase I, April 2008 through September 2008
- Transition Phase II, October 2008 through March 2009

Phase I: Pre-Transition Phase, Building a Solid Platform for Change

There are three key activities needed in the pre-transition phase to build a solid platform for all the changes and development work to follow.

1. OIRM Senior Management Team Development and Ownership of Change

Why?

Because top leaders play such a powerful and central role in shaping organizational climate and culture, a core element of the reorganization must be the unified commitment and absolute buy-in of the senior leadership team.   It is this team, primarily through their own behaviors, decisions and interactions, that needs to lead the change effort and send clear and consistent messages to the rest of the organization about what is expected.

A major obstacle to change readiness revealed by the key findings is the overall lack of confidence in OIRM's capacity to manage large scale change projects. The findings further revealed that the Senior OIRM Team is widely perceived as lacking internal cohesiveness as a leadership group; is not seen as functioning from a shared, unified vision; nor is the team experienced by others as operating in an open, inclusive and collaborative manner.

Approach

A first step in creating a platform for change must be insuring the commitment of the senior team to leading the change process. This cannot be accomplished without their full understanding of the current reality, what is needed, and especially the implications for them, both individually and collectively. They must then begin the process of developing as a strong cohesive leadership team, which models the vision, values, mindset, and behaviors so critical to the success of the new structure and culture.

Ideally, an intensive 1.5 to 2.0 retreat would form the foundation for this work, with on-going team development and mindset and skill development activities combined with coordinated leadership of the change effort continuing on a regular basis throughout all phases of the process.

2. Letting Go of the Past and Creating a New Shared Identity within Central IT

Why?

A second focus of concern revealed by the findings is the unresolved history created by the 2005 merger between KCOIRM and KCITS. The persistence of old identities and unaddressed feelings of loss, resentment, and victimization continue to be present to various degrees of intensity at all levels of the organization, among management and staff alike. Emotions drive behavior. The lack of reconciliation between the two cultures accompanied by strong negative emotions makes it doubly difficult to foster the cultural shift necessary for the reorganization to flourish.

Approach

People need to feel genuinely valued, part of a single team, contributing to the creation of a shared vision of the future. Therefore, the platform for change must include an opportunity for all of Central IT, management and staff, to participate in an intensive full-day interactive process aimed at letting-go of the past and collaboratively forming a new unified identity. The process itself will powerfully symbolize the commitment to a culture of recognition, openness, inclusion and engagement.

3. Formation of an Oversight Group to Champion the Change

Why?

Another key finding of the comprehensive assessment is the importance of providing both internal and external stakeholders with a meaningful voice in the change process, as well as a vehicle for on-going feedback, communication and partnership. We also know that early formation of a core group of key leaders to champion the change effort is of critical importance in successful change efforts.

SLR

Approach

Who? Membership in the Oversight Group would draw on the current "Steering Committee" and reform it into an oversight group, represented by both Department and OIRM leaders carefully selected for their ability to enthusiastically champion the vision and values represented by the change, their proven leadership, and their commitment to working reliably and collaboratively as members of a leadership team. Because they will play a vital role in maintaining an on-going sense of urgency, it is essential that they have credibility and are highly respected by both direct reports and peers within their areas of responsibility and across the entire Executive Branch.

Level of Commitment It is expected that this group would meet for a half to full-day initial forming session during the pre-transition period, then continue to participate in regular monthly (or more frequently, as needed) meetings of 2 to 3 hours throughout all phases of the reorganization.

Transition Phase I: Continued Capacity Building within OIRM

A sequential learning process

With a strong platform for change in place, the focus of Phase I of Transition, beginning in April 2008, is on facilitating the development of the critical new mindsets, skills and competencies, which involves learning in nine content areas presented in Table 7 in the following sequence:

1. Ownership of the Platform for Change
2. The Human Side of Change
3. Collaborative Communication Skills and Practices
4. Managing in the Middle of Change
5. Leadership and Communication Styles
6. Leading and Managing for IT Customer Service
7. Enhancing Open Communication and Effective Feedback
8. Collaborative Negotiation of Differences
9. Leading and Managing Complexity and Diversity

It is critical that the learning process begin with Ownership of the Platform for Change. Unless people understand and personally own what is needed, thus adopting a basic mindset and beliefs aligned with the proposed new culture, all the training and development in the world will not produce the behaviors necessary to make the culture a reality.

The remaining eight content areas represent a process for deepening mindset and developing the most critical interpersonal and leadership skills and competencies for successful reorganization. The approach is sequential and iterative, in which concepts and skills introduced in earlier areas build on one another, and in some cases, are absolutely essential to acquisition of the latter skills. For example, Collaborative Communication Skills and Practices are essential to managing change, providing effective customer service, giving and receiving feedback, and collaborative negotiation of differences.

SLR

Focused on leaders and managers

Although there is need for enhanced capacity at all levels of the organization, the first priority must be with leadership and management. What leaders consistently give their attention to, model, teach, coach, measure and reward are the bases for cultural transformation. When instilling a new organizational culture, it is tempting to rely most heavily on formal statements of philosophy, values and strategies. While these do provide important direction for organization members, they will not substitute for the day-to-day messages transmitted through the visible behaviors of leaders.

If leaders, managers and supervisors do not "walk the talk" no list of values and norms, inspirational talks, or exhortations will lead to broad based sustainable culture change.

Tailored to the needs of different leadership groups

OIRM leaders and managers can be thought of as belonging to one of four cohort groups (with some overlapping membership in the Change Champion Team):
- Senior Leadership Team
- Upper Level Managers
- Other Managers and Supervisors
- Change Champion Team

One aim of capacity development is to provide all leaders and managers with a shared framework, a common language, and a set of skills for leading and interacting. At the same time it is important to recognize that differences in the level and types of leadership roles and responsibilities within OIRM will necessitate differences in the scope, depth, and intensity of development required by each of the groups of leaders. Consequently, the approach to capacity development must be done in a way that is tailored to the needs of each group.

Cohort 1: The Senior Leadership Team will play a critical role in modeling the change needed throughout the organization, and leading and monitoring the change process. Therefore, they will need to be involved in all nine areas of development and at the highest levels of depth and intensity. This development process will also concurrently support team-building within the senior team.

Consequently, the Senior Team could anticipate 3 to 4 hour capacity building sessions approximately every 2 to 4 weeks during the Pre-Transition and Phase I periods. These sessions will also likely involve important leadership communication and coordination relative to the reorganization.

Cohort 2: The upper level managers would be involved at a moderate level, participating in a majority of the sessions, likely involving half-day session every 3 to 4 weeks during the Transition Phase I period.

Cohort 3: The remaining managers and supervisors would be involved in approximately 5 of 9 sessions focused on key communication and leadership skills, on a monthly basis during Phase I.

Cohort 4: The Champion of Change group would receive a high level overview of the sessions during regular monthly or bi-weekly team meetings, delivered at a lesser degree of scope, depth and intensity.

Assessment and Monitoring of Capacity Development

Since leadership behaviors and practices which are aligned with the desired new culture are so crucial to the success of the reorganization, as well as on-going organizational effectiveness, assessing leadership effectiveness is an essential component of a monitoring and measurement plan.

360 Degree Leadership Assessment

Why? A 360 degree process is strongly recommended as an invaluable tool for promoting self-awareness and providing individual leaders with personalized feedback regarding their behavior and impact. This kind of assessment tool will also provide the organization with essential information regarding leader and manager behaviors and impacts. Such information is vital for continued leadership growth and development, and as a tool for focusing efforts to adapt and strengthen the capacity building plan.

Desired Features of a 360 Tool

The following should be considered in designing and/or selecting an appropriate tool. The 360 degree assessment tool should:

- Measure the specific leadership mindsets, behaviors and practices required for success in King County Central IT's preferred organizational culture.
- Allow for participation by a large number of raters representing various groups to maximize feedback from both internal and external stakeholders (e.g., boss(s), direct reports, peers, customers, etc).
- Be able to provide leaders with comparative feedback displayed by groups of respondents in order to gain more meaningful information for how an individual interacts across stakeholder groups (e.g. a leader may learn that he/she works well with his/her direct reports, but not with customers, etc).
- Have the ability to produce composite reports; for example, a collective view of all leaders, as well as leaders broken down into various groups, perhaps by department, and/or by cohort such as the Senior Team, mid-managers, and so on.

The 360 degree assessment instrument and process may be chosen either from among a select group of recommended tools commercially available or one which is specifically designed for King County OIRM and implemented by the consultants. There are advantages and disadvantages to both options which will need to be carefully considered before making a final decision.

When Should a 360 be done?

Introducing a 360 degree process approximately 6 months into the transition would have several important advantages.

- Individuals would have been afforded sufficient development opportunities and time to shift their behaviors in ways that are compatible with supporting the reorganization and new culture, and be motivated to learn about the impact of their efforts.
- Since the comprehensive assessment can serve as a baseline for comparison, measuring progress at the 6-month mark provides for early information and a greater allowance for course correction.
- Individual and group development goals and plans based upon the results will reinforce motivation and provide a process and structure for continuing the leadership development effort.

On-going annual implementation of the same 360 assessment will allow for on-going measurement using the same tool against the 6-month baseline results.

Developing Processes and Systems

Systems and Processes Development – An Overview

Another major component of the Leadership and Management Plan is the development of systems and processes that embed the desired results and needed culture changes into the core practices of the organization. Changes in systems and processes will also add depth to the seven capacities outlined in Sections 1 and 2 of this chapter.

At the heart of moving from a silo driven organization to an organization that sees itself as a system are fundamental understandings and approaches that promote adaptation and evolution and allow for connectivity and interdependence. In the fast-paced IT environment, these traits must be rooted deeply in practice. Thus, it is crucial to address those core systems and processes that have the potential to either pull the organization back into the familiar territory of silos or forward into the new vision of the Executive Branch IT organization.

Which Processes and Systems Should Be Addressed?

In the course of the comprehensive assessment, participants were asked 'Are there either structural or process changes that would help you do your job better or more easily?' The answers surfaced an array of strong suggestions for system changes and process improvement opportunities.

The consulting team understands these suggestions to be a starter list of system- and process-improvement opportunities for the leadership and management to consider. It is assumed that an element of the OIRM transition planning process will focus upon the identification and prioritization of a full list of systems and processes to change during the reorganization.

In Table 8, below, you will find system- and process-improvement opportunities mapped to the desired results. Following that list of target areas is a discussion of a "rapid response" approach, recommended as a strategy for instituting early and ongoing process changes within the organization.

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Systems and processes in relation to the desired results

The following table illustrates how the range of system or process change suggestions map to the desired results outlined by the County Executive. Changes to systems and processes will have direct impact upon whether the intended benefits are realized.

Table 8
Achieving the Desired Results through Process Change

Desired Result	Related System or Process Change Suggestions
Ensure IT security and privacy	
Support a culture of effective governance, clear accountability and communication	Enhance partnership related to the PRB process Involve departments in transition planning and monitoring process Increase teamwork across the organization
Create countywide efficiencies for business functions and infrastructure that are common across the organization	Create standards for functions and platforms
Recruit, deploy and retain an appropriately skilled workforce	Increase staff input to problem solving, defining process and technical changes etc.
Deliver responsive service to internal customers, the public, and other jurisdictions	Create performance standards Standardize tracking process Create effective work order systems Enhance hand-off processes and follow-up when things don't work Break down silos within OIRM
Provide reliable, cost-effective technical and application architectures	Outline fair costs for services, packaged in a way that is appropriate and understandable.
Facilitate information sharing – internally and externally	Increase regular communication about reorganization Improve communication between CIO and Dept. Directors Establish and implement protocols for effective meetings
Serve as a leader in IT regional initiatives	Create a process for setting IT investment priorities Develop clear methods for establishing priorities Streamline budgeting processes

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'Rapid Response' Teams: An Approach to Process Change

One successful method for instituting key system or process changes is called the 'rapid response team' model. The function of a 'Rapid Response Team' is to assess a process improvement opportunity, develop options for improvement, and recommend a new course of action on the basis of their work.

Whether focusing on an emerging issue or situational challenge or systematically tackling process improvements for the organization, a Rapid Response Team is created to quickly address the needs of the issue or process and outline a direction that will achieve the desired results. The table below outlines how a Rapid Response Model might be employed in the OIRM context.

Table 9
The Rapid Response Model and Central IT

Who is involved?	A member of the Senior Leadership Team directs and coordinates the rapid response efforts. This person acts as the 'project manager' for rapid response efforts. The team itself should not be limited to leaders, managers and supervisors but may draw on particular expertise from persons deep within the organization, persons who could contribute to designing an effective approach to a situation or developing a new process. A rapid response team is ideally somewhere between 6 and 10 people depending upon the nature and complexity of the issue.
What is the focus?	A profile of the situation or process is developed. The Rapid Response leader presents the profile to the Senior Leadership Team with a set of recommendations about who are the best people within the organization to serve on the team. The Senior Leadership Team refines and approves the charge and composition of the Rapid Response Team.
How does the Team work?	Each Rapid Response Team engages in a sequence of activities that fall into three stages: 1. Assess the situation or process improvement opportunity 2. Explore alternative approaches to dealing with the situation or implementing a process improvement 3. Develop a recommendation that addresses the situation or implements the process improvement.
How long does the 'Rapid Response' last?	The 'ideal' Rapid Response team does its work over a span of 1-3 months. The focus is on dealing with an issue or process in a rapid manner, achieving results quickly

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An Integrated Approach to Capacity Building

The consulting team recommends that the Central IT organization address the issues of changing mindsets, increasing skills and changing processes in an integrated fashion. By focusing learning on real-life organizational issues, learning is likely to be enhanced while changes to processes and practices are embedded into the life of the organization.

While we have talked separately in this plan about a transformational learning approach to developing new beliefs and skills, and proposed a rapid response approach to process-development, these should not be understood as separate undertakings.

For example, a rapid response team might function most effectively with access to foundational components of the belief and skill-building activities, followed by opportunities to undertake process change work as an avenue for practicing and deepening their skills at communication, collaboration, and analysis.

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5

BENEFITS REALIZATION PLAN FRAMEWORK

Overview of Benefits Realization

All across the Executive Branch, from within and outside of OIRM, and from all levels of the hierarchy, participants in the comprehensive assessment repeated a constant refrain: "A critical factor in the success of the reorganization effort will be the ability to measure the impacts of the changes."

A measurement plan, tied directly to the desired results of the reorganization, must be in place at the start of transitions and will serve as the cornerstone of an ongoing evaluation and learning process.

A Preliminary Framework

In Table 3, in Chapter 2, Summary of Findings, we presented a matrix linking each of the Executive and Council's desired results to a set of core strategies suggested by the findings.

Desired results, core strategies, and initiatives

The framework offered in Table 9, below, provides a template for how a measurement system can be created which expands the desired results and core strategies from Table 3 view to include specific initiatives tied to each core strategy.

The core strategies presented here represent findings from the comprehensive assessment – we believe that these are the central strategies to be pursued. The initiatives through which those strategies will be enacted, however, are just examples; we expect that a more complete list will need to be developed through additional dialogue and discussion. (*examples to be added*).

Targets and measures

Each cluster of results and strategies will have an associated set of measures and targets. As with the initiatives, the measures and targets currently in the table are meant as examples, not prescriptions. An actual set of measures and targets will need to be developed through further dialogue and discussion. (*examples to be added*).

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It is important to note that this framework does NOT push for an individual measure and target for each individual initiative. Creating an unwieldy and overcomplicated set of measures is a common mistake organizations make – one that can lead to far more problems than it solves.

Accountability

A critical feature of a successful benefits realization plan will be a clear assignment of ownership of the monitoring process associated with each measure. It is not essential that a single monitor be accountable for all measures, but it is crucial to identify an owner of each measure or group of measures.

Table 10
Benefits Realization Plan
DRAFT Framework

Reduce Risk		
Desired Result	**Core Strategies**	**Initiatives (examples)**
1. Ensure IT security and privacy	a. Enhance role of security leadership b. centralize and standardize security policy, procedures, and practices	
2. Support a culture of effective governance, clear accountability and communication	a. Improve organizational structure b. Build Leadership and Management capacity c. Streamline and standardize processes	

Measures (examples)	Targets (examples)

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Use Resources Wisely		
Desired Result	**Core Strategies**	**Initiatives**
3. Create countywide efficiencies for business functions and infrastructure that are common across the organization	a. Leverage economies of scale through centralization and standardization b. Reduce duplication (not redundancy) c. Reduce variation in delivery of similar functions	
4. Recruit, deploy and retain an appropriately skilled workforce	a. Develop career paths for IT professionals b. Boost Central IT role in developing trainings and convening information-sharing forums c. Effectively manage and mentor IT staff d. Boost Central IT role in recruiting and hiring IT professionals	
Measures (examples)		**Targets (examples)**
Staff satisfaction survey Retention of staff in key positions # of unfilled positions in key disciplines average length of time positions remain unfilled		

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Enhance Customer Service		
Desired Result	**Core Strategies**	**Initiatives**
5. Deliver responsive service to internal customers, the public, and other jurisdictions	a. Increase clarity and accessibility of services b. Create a culture of responsiveness c. Build culture of clear, direct, timely and respectful communication d. Support the unique IT needs of departments and the integration of IT and business development e. Expand high level technical expertise and consulting services	
6. Provide reliable, cost-effective technical and application architectures	a. Develop and standardize help desk structures and processes b. Increase Central IT capacity to support enterprise application development c. Clarify and rationalize the cost structure for IT	
7. Facilitate information-sharing – internally and externally	a. Cultivate collaborative relationships between central IT and customer departments b. Build capacity to learn from internal and external stakeholders through involvement and engagement	
Measures (examples)		**Targets (examples)**

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Lead Technical Initiatives and Changes		
Desired Result	**Core Strategies**	**Initiatives**
8. Serve as a leader in IT regional initiatives	a. Enhance capacity to lead change b. Enhance capacity to manage technical initiatives c. Enhance capacity for strategy development, planning, evaluation, and analysis	
Measures (examples)	**Targets (examples)**	

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6

TRANSITION PLAN FRAMEWORKS

Overview

Why Transition Planning?

Transition planning is an essential element of the successful reorganization of IT functions across the Executive Branch of King County Government. The definition for transition is – 'Passage from one form, state, style, or place to another.' Since the reorganization of IT functions suggests change in form, state, style and place, planning for effective transition is critical. The transition planning process is intended to manage the details of moving from the current state to the reorganized state in order to achieve the desired results.

Three Phases

The transition planning process across the Executive Branch will occur in three phases:
- Pre-transition planning and stage setting – January through March 2008
- Transition planning – February through May 2008
- Transition Implementation – June 2008 – May 2009

An overall transition plan will be developed for all of the Executive Branch and specific plans will be designed to address the unique needs of the Central IT organization and each Executive Branch department.

Plan Content and Format

Content

These transition plans should address the following elements:
- Roles and responsibilities
- HR
- Labor/Management
- Leadership and management capacity building
- Systems and processes
- Communication

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Format

Each transition plan will be developed in the form of a work plan with a set of activities, responsibilities assigned for each activity, and a detailed timetable for each element of the transition plan.

Evaluation and Monitoring

Evaluation and monitoring of the plan will be shaped during the transition planning process. The first phase of evaluation and monitoring will occur during the first year of implementation and will address things like:
- Indicators of progress
- Barriers to implementation
- Benefits realization.

Transition Plan Elements

Changes in Roles and Responsibilities

The transition plan will include changes in positions, reporting relationships and matrix relationships for each department. Each department will work out a transition timetable for changes in roles and responsibilities that addresses the particular human resource and labor management realities.

Human Resources

Increasing the capacity of the Central IT organization to provide human resources support to the Executive Branch will be an early priority during the transition. Other top priority human resource issues for the transition include:
- Add matrix coordination function
- Reduce anomalies:
  - Classification of senior management – director vs. manager
  - Reclassification of managers across the Executive Branch

Labor/Management

The Joint Labor Management Technology Committee will continue to play a key role in guiding resolution of labor/management issues related to IT reorganization. The goal is to be fair, consistent and to make the transition process manageable. The key issues to be addressed over a period of several years include:
- Leaving employees in unions that they are in for now while developing a long term plan to align into one.
- Exempt vs. hourly designation
- Reclassification of employees
- Overtime

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Leadership and Management Capacity Building

The leadership and management capacity building effort is expected to be an early focus of the transition. The Central IT organization will focus heavily on this element of transition in order to build the capacities needed to carry out its new roles and expansion of responsibilities.

Each department will develop its own leadership and management plan based upon an assessment by the ITSDM and department leadership of the particular needs to be addressed at the individual department level. The leadership and management plan outlined in Chapter 4 can be used to tailor a leadership and management plan that addresses the identified needs.

Systems and Processes

Changes in systems and processes should be interwoven with the first four elements of the transition. The process changes should act as supports and anchors to the desired results. Clear communication about these changes should accompany their implementation.

Communication Plan

The Central IT organization will be responsible for creating an overall communication plan for the pre-transition and transition process that directs itself to all stakeholders either within or related to the Executive Branch Reorganization. The major stakeholder groups include:

- Elected officials
- Department leadership within each of the seven departments
- IT managers and staff across the Executive Branch
- Other managers and staff across within each of the seven departments (core messaging may be the same for each department but the specifics about the transition process will vary based on the situation and needs of that department)
- Members of the King County Joint Labor Management IT Committee

Each communication plan will include a stakeholder analysis, review of communication vehicles and plan for communication with stakeholders.

Level of Effort

The matrix below provides an overview of the level of effort needed on the part of Central IT and each of the seven departments related to each element of transition planning. Since some departments have already engaged in significant reorganization while others have not, the matrix is intended to provide a quick reference about what needs more or less attention during the transition.

Focal Point	Level of Effort
Central IT	+++
DAJD	?
DCHS	+
DDES	+
DES	++
DNRP	+++
DPH	+++
DOT	+++

Key:

Low level of effort = +
Medium level of effort = ++
High level of effort = +++

Transition Plan Process Recommendations

A series of process recommendations will assure the success of the transition planning process. They are:

1. Clarify and confirm project management responsibility within the Central IT organization for all aspects of transition and implementation of the IT reorganization.
2. Kick-off the transition with a department-specific presentation of the structure and leadership plan with opportunities for discussion
3. Provide a mechanism for staff feedback about the transition.
4. Form Executive Branch Oversight Group to Champion the IT Reorganization.
5. Form department specific transition teams of the ITSDM, IT managers and staff to guide the development, implementation and monitoring of the transition plan. The transition team within each department will:
   - Lead the development of each element of the transition plan

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- Develop a mechanism for online review of the transition plan by department staff
- Revise plan based on online feedback
- Finalize plan with appropriate sign-offs within the Department and within Central IT
- Monitor plan based upon defined protocol

6. Identify the 'low hanging fruit' of system and process change, forming 'Rapid Response Teams' to take charge of rapid implementation of visible changes that make a difference to customers.

7. Update transition plans on a regular basis to reflect any changes and to expand upon the details of upcoming elements and activities within each plan.

8. Develop and integrate evaluation and monitoring into transition planning.

CHAPTER

7

CONCLUSION AND NEXT STEPS

Conclusion

Based on the comprehensive assessment conducted during late summer and early fall of 2007, the consulting team at SLR has concluded that reorganization of IT functions within the Executive Branch of King County government is feasible. The Reorganization will be successful if it:

- Uses the framework of eight desired results developed by the Council and County Executive as guideposts to realizing benefits
- Applies five core principles to the selection and implementation of a new structure
- Builds seven core capacities to ensure that lasting change takes place
- Delineates clear and comprehensive transition plans for the Central IT organization and each of the seven departments
- Communicates with stakeholders about the nature of the reorganization and includes them in designing the transition and making the changes that will lead to achieving the desired results.

Next Steps

The steps outlined below (deliverables 10 – 12) are critical to determining the shape of the final organizational structure and leadership and management plan. In these deliverables, SLR will design and deliver three half-day workshop sessions with OIRM leadership and management to work through the recommendations and opportunities identified within the Draft Organizational Structure, and Leadership & Management Improvement Plan and lay the foundation for transition planning with OIRM and other County Departments. The sessions are:

- First Session – Present to broader management team.
- Second Session – Receive feedback from management team.
- Third Session – Meet with CIO, David Martinez, to review the feedback and evaluate the implications for the structure and leadership and management plan

In addition, OIRM needs to communicate widely about the steps being taken to develop the final structure and leadership and management improvement plan and what to expect during the transition-planning phase. Each stakeholder

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group needs to experience being in communication with OIRM during this time period.

Finally, as it approaches the reality of becoming the Central IT organization for the King County Executive Branch, OIRM needs to 'gear up'. What lies ahead will take energy, skill and an appreciation for the kind of leadership and management savvy that is required to turn the reorganization into transformation of Executive Branch IT.